

The Development of a Survey to Assess the Type of Capacity within
Nonprofit Sport Organizations

Christopher Jeffery Morrison, BA

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Supervisor: Lisa Kikulis, PhD

Faculty of Applied Health Sciences
Brock University
St. Catharines, Ontario, Canada

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Abstract

The topic of organizational capacity and organizational capacity-building has gained importance among Canadian nonprofit sport organizations. This is illustrated by practitioners calling for increased attention to the capacity-building matters of nonprofit organizations, and two critical Canadian federal government documents outlining strategic direction for the nonprofit sport sector. Consequently, the purpose of this quantitative research study was to develop a valid and reliable survey to categorize nonprofit sport organizations into capacity types identified by Stevens (Stevens, 2006).

This quantitative research study offers a preliminary development towards achieving a reliable and valid tool for assessing types of nonprofit sport organizational capacity. This research provides interesting insight into what capacity means by organizing the all-encompassing literature into an easy to understand framework. In addition, it sets the stage for future researchers to build upon this survey development process to achieve a reliable and valid capacity measuring tool.

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Table of Contents

Section Number	Page
Chapter I: Introduction	1
Research Question 1	15
Research Question 2	15
 Chapter II: Literature Review	 16
Background of Organizational Capacity	16
Proposed Framework for the Analysis of Nonprofit Sport Organizational Capacity	18
Dynamic Dimension	19
Orientation Dimension	22
Types of Capacity	24
Type I Administerial Capacity	24
Type II Programmatical Capacity	29
Type III Technical Capacity	32
Type IV Managerial Capacity	35
 Chapter III: Research Method	 39
Development of the NSOCS	39
Item Development: Ten Items used to Assess Stevens (2006) Four Types of Capacity	 39
Format	41
Validity: Exemplar Process	51
NSOCS Application	57
Sample	57
Survey Distribution	59
Data Analysis	60
Hypothesis 1	60

Hypothesis 2	60
Hypothesis 3	61
Hypothesis 4	61
Scoring the Data	61
Chi-Squared Goodness of Fit Test	63
One Sample <i>t</i> -Test	64
 Chapter IV: Results	 66
Level of Familiarity with Exemplars	66
Research Question 1	68
Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games (VANOC)	 74
Hockey Canada	80
Coaching Association of Canada (CAC)	86
Ontario Hockey Association (OHA)	94
Research Question 2	93
Respondent's Open-Ended Survey Evaluation Question	96
 Chapter V: Discussion and Conclusion	 101
Discussion of Results	102
Exemplars and Construct Validity	103
Sampling and Sample Knowledge	108
Stevens (2006) Proposed Framework for the Analysis of Capacity within Nonprofit Sport Organizations	 112
Implications	113
Implication for Practice	113
Implication for Theory	114
Implication of Study	115
Limitations of Study	120
Concluding Statement	123

Tables

Table 1- McKinsey & Company's Assessment Grid Example	9
Table 2- Item Development: Pool of Capacity Characteristic Terms	42
Table 3- Experts Rankings of Organization Exemplars for each Capacity Type	55
Table 4- Samples Level of Familiarity with Exemplars	67
Table 5- Descriptive Statistics on VANOC's Ten Survey Items	69
Table 6- Chi-Squared Tests for VANOC (N=38)	72
Table 7- One Sample t-Tests for VANOC (N=38)	73
Table 8- Descriptive Statistics on Hockey Canada's Ten Survey Items	75
Table 9- Chi-Squared Tests for Hockey Canada (N=54)	77
Table 10- One Sample t-Tests for Hockey Canada (N=54)	78
Table 11- Descriptive Statistics on the CAC's Ten Survey Items	81
Table 12- Chi-Squared Tests for the CAC (N=50)	83
Table 13- One Sample t-Tests for CAC (N=50)	85
Table 14- Descriptive Statistics on the OHA's Ten Survey Items	87
Table 15- Chi-Squared Tests for the OHA (N=49)	89
Table 16- One Sample t-Tests for OHA (N=49)	91
Table 17- Summary of the Statistical Analysis for the Four Exemplars	93
Table 18- Exemplars Cronbach's Alpha Scores	95

Figures	
Figure 1- McKinsey & Company's Framework	8
Figure 2 – A Proposed Framework for Nonprofit Sport Organization Capacity	20
Figure 3- Intersection of VANOC's Dimension Mean Scores	70
Figure 4- Intersection of Hockey Canada's Dimension Mean Scores	76
Figure 5- Intersection of the CAC's Dimension Mean Scores	82
Figure 6- Intersection of the OHA's Dimension Mean Scores	88
References	126
Appendices	
Appendix A	137
Appendix B	138
Appendix C	150
Appendix D	151
Appendix E	153
Appendix F	155
Appendix G	158

Chapter I: Introduction

Nonprofit sport and recreation organizations account for 21% of the total number of organizations within the sector (Backer, 2001; Gumalka, Barr, Lasby, & Brownlee, 2005; Mackay, & Horton, 2002). The topic of organizational capacity and organizational capacity-building has gained importance among Canadian nonprofit sport organizations. De Vita and Flemming (2001) argued that capacity-building has become a popular term. Practitioners to foundation CEOs are calling for increased attention to the capacity-building matters of nonprofit organizations. This is illustrated by two critical Canadian federal government documents outlining strategic direction for the nonprofit sector in general and the nonprofit sport sector in particular. Specifically, the two federal government documents are the *Canada Volunteerism Initiative* (CVI) (2001) and the *Canadian Sport Policy* (CSP) (2002).

The CVI is jointly launched by the voluntary sector and the Government of Canada in 2000 to “enhance the voluntary sector’s ability to meet the challenges of the future, as well as to strengthen the relationship between the sector and the Government of Canada in order to serve Canadians more effectively” (The Canada Volunteerism Sector Initiative: The Report of the National Volunteerism Initiative Joint Table [CVI], 2001, p. 6). The CVI focused on the importance of organizational capacity and capacity-building links to the Canadian amateur sport sector in two ways. First, a goal of the CVI was to “improve the capacity of organizations to benefit from the contribution of volunteers; and enhance the experience of volunteering” (2001, p. 13). Second, the CVI stated that the recommendations outlined within the document could strengthen the voluntary sector’s capacity by “improving the ability of voluntary organizations to engage and support

volunteers ... Enable voluntary organizations to improve their administration of volunteer resources and provide more meaningful and rewarding opportunities for volunteers, while still fulfilling their mandates” (p. 21). It is clear from the CVI that improving the capacity of the voluntary sector, which includes Canadian nonprofit sport and recreation, is of great importance.

The CSP is a more specific example of how organizational capacity and organizational capacity-building has become an important focus within the Canadian sport sector. The CSP (2002) is intended to refocus and improve the amateur sport system within Canada. The primary purpose of the CSP is to create a welcoming sport environment for all Canadians. The vision of this policy is to have “a dynamic and leading-edge sport environment that enables all Canadians to experience and enjoy involvement in sport to the extent of their abilities and interests and, for increasing numbers, to perform consistently and successfully at the highest competitive levels” by the year 2012 (CSP, 2002, p.4).

The CSP (2002) identifies a number of areas through which sport impacts Canadian society, including social and personal development, health, culture, education, economic development, and entertainment. The policy’s vision is based upon four key goals: enhanced excellence, enhanced participation, enhanced capacity, and enhanced interaction. Although each of these four goals assists governments and sport communities in achieving an accessible and high quality sport environment, the goal of enhanced capacity is one that relates directly to this study. The goal of enhanced capacity refers to “the essential components of an ethically based, athlete/participant-centred development system are in place and are continually modernized and strengthened as required”

(Canada, 2007, p. 4). In pursuit of enhancing the capacity within the Canadian sport system, efforts have been focused on identifying and strengthening the weak aspects at the national, provincial/territorial, and community levels. Specifically, the CSP's efforts on enhancing capacity focused on individuals, communities, and institutions, as well as the financial and material resources that comprise Canada's sport system (Canada, 2007).

Organizational capacity is clearly a construct of central importance within the Canadian nonprofit sport sector however, the difficulty in the application of this construct lies with the divergent perspectives of several researchers who have studied organizational capacity (Austin, 1994; Cook, 1998; Griffin, Reininger, Parra-Medina, Evans, Sanderson and Vincent, 2005; Joffres, Heath, Farquharson, Barkhouse, Latter, & MacLean, 2004; Kelly, Baker, Williams, Nanney, & Haire-Joshu, 1998; Knutson, Miranda, & Washell, 2005; Letts, Ryan, & Grossman, 1999). Although the work of these researchers has contributed to our understanding of organizational capacity, their divergent perspectives are evident when comparing how capacity is defined. For example, Austin (1994) defined capacity as "those abilities that enable actors to achieve specified objectives" (p.17). While focusing on the organization, Letts, Ryan, and Grossman (1999) described capacity as the means through which organizations are able to "develop, sustain and improve the delivery of a mission" (p.7). Nathan, Rotem, and Ritchie (2002, p. 74), considered both the individual and the organization in their understanding of capacity when they stated capacity is "the combined force of individual competencies and organizational capabilities that work synergistically to advance an organization to achieve its major goals."

Franks (1999) identified a useful distinction between organizational capacity and organizational competencies or capabilities. He argued that capability, on the one hand, “refers to the knowledge, skills and attitudes of the individual or group ... and their competence to undertake the responsibilities assigned to them” (p. 53). Capacity, on the other hand, refers more broadly to the “overall ability of the individual or group to actually perform the responsibilities” (p. 54). Thus, Franks focused his conceptualization of capacity on performance and outcomes. These varying conceptualizations of organizational capacity within the literature create confusion.

Although there are many perspectives of organizational capacity, one way to add clarity is through distinguishing *organizational capacity* and *organizational capacity-building*. Much of the research on the construct of organizational capacity focuses on organizational capacity-building. However, organizational capacity and organizational capacity-building are two different constructs. On the one hand, organizational capacity has been defined as “the ability of individuals, institutions and societies to perform functions, solve problems, and set and achieve objectives in a sustainable manner” (Capacity Development, 2007, p. 1). Eisinger (2002) defined capacity as, “a set of attributes that help or enable an organization to fulfill its mission” (p. 117). Connolly and Cady (2003) further supported this point by arguing capacity as “an abstract term that describes a wide range of capabilities, knowledge, and resources that nonprofit organizations need in order to be effective” (Connolly & Cady, p. 80). Thus, for the purpose of this research, organizational capacity is defined as all the abilities or capabilities of a nonprofit sport organization to perform functions that fulfill its purpose or achieve its goals and objectives. On the other hand, capacity-building involves

“actions that improve nonprofit effectiveness” or “actions that enhance a nonprofit’s ability to work towards its mission” (McNamara, 2008, p. 1). Wagner (2003) emphasized that “successful capacity-building demands attention to strengthening the organization at all levels” (p. 1). In addition, Lafond, Brown, and Macintyre (2002) described capacity-building as “... organizational strengthening (activities to improve the capacity of implementing organizations) and institutional development (activities to strengthen the position of organizations in their society)” (p. 6). Therefore, organizational capacity-building focuses on the actions that improve, strengthen, or increase the capabilities of an organization to carry out its purpose.

Considering organizational capacity-building entails improving or strengthening the capabilities of an organization, an assessment or measure of organizational capacity is required. A capacity assessment tool will assist managers within nonprofit organizations by identifying the capabilities within their organization that needs strengthening or improvement. Once managers of organizations identify the capabilities their organization need to strengthen, these managers can then begin the process of capacity-building by developing actions that improve capabilities. For the purpose of this research, organizational capacity-building is defined using Baxter and Rickett’s (2000) interpretation. Baxter (2001) identified the importance of organizational assessment when he described capacity-building as:

Strengthening nonprofits so they can achieve their mission, and this typically involves two key steps: 1) an assessment of organizational needs and assets; and 2) an intervention, often in the form of management consultation, training, or

technical assistance, usually coupled with some form of financial support to the Nonprofit Organization. (p. 31)

Baxter made it clear that in order to strengthen the ability of an organization to accomplish its mission, a key step is to assess organizational needs. Rickett (2000) agreed with Baxter as he explained capacity-building as:

Organizational capacity-building is a system-wide, planned effort to increase organizational performance through purposeful reflection, planning, and action.

In particular, capacity-building looks in depth at where an organization stands in comparison to where it hopes to be in the future, and develops the skills and resources to get there. The ultimate goal of capacity-building is to enable the organization to grow stronger in achieving its purpose and mission. It asks the question, "What kinds of things do we need to do to keep ourselves healthy and vital as an organization?" and provides a variety of techniques to help find the answers. (p. 3)

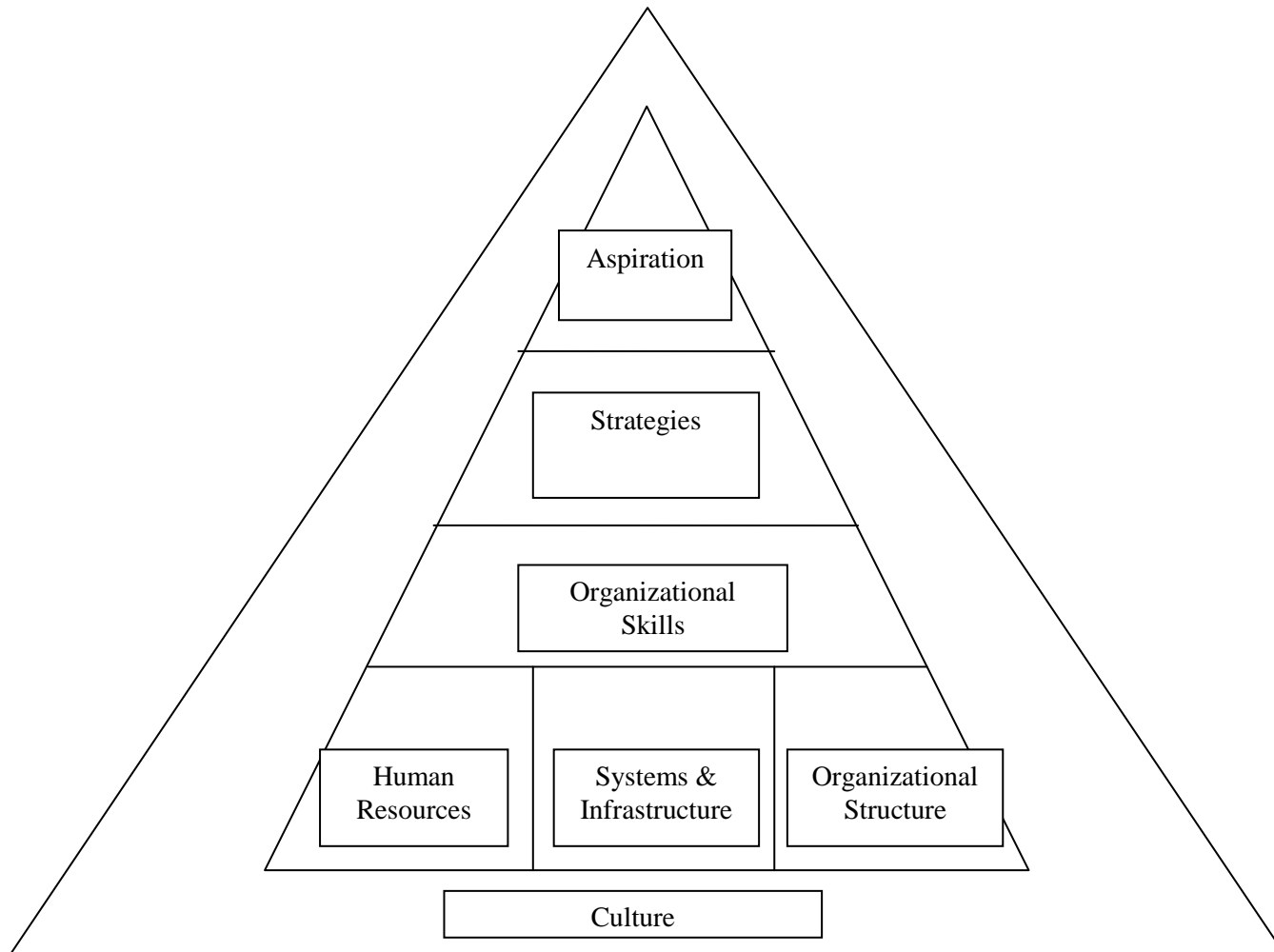
It is evident from Rickett's explanation of organizational capacity-building that in order to effectively build organizational capacity, a system-wide effort of purposeful reflection is required to identify which capabilities need strengthening. Therefore, a tool that aids managers in assessing capabilities is useful in building their organization's capacity.

In 2001, Venture Philanthropy Partners, Incorporated (VPP) initiated the development of an assessment tool for organizational capacity. VPP asked McKinsey and Company (2001), one of the company's strategic advisors, to identify examples of successful capacity-building experiences within nonprofit organizations across the United

States of America. Organizational stakeholders within the nonprofit sector lacked a widely shared conceptualization of capacity, and had little information about what worked and what did not work in building organizational capacity. As a result, VPP set out to contribute to the growing body of knowledge on organizational capacity by developing a framework of nonprofit organizational capacity, and an easy-to-use tool for measuring an organization's capacity level. The framework and assessment tool was developed by conducting case studies of 13 nonprofit organizations that had engaged in capacity-building efforts. The framework and assessment grid were developed to provide nonprofit managers a practical and useful way to understand and identify their capacity-building needs.

McKinsey and Company's (2001) capacity framework conceptualized nonprofit capacity as a pyramid of seven elements (see Figure 1). The pyramid has three higher-level elements (aspiration, strategy, and organizational skills), three foundational elements (systems and infrastructure, human resources, and organizational structure), and a cultural element which serves to connect all the others. This conceptualization involves examining not only every element within the pyramid but also, every element in relation to one another. The results of McKinsey and Company's 13 case studies showed that the greatest gains in social impact occurred when organizations engaged in capacity-building efforts that integrated lower-level elements with higher-level elements. The McKinsey and Company's (2001) framework is used in conjunction with the capacity assessment grid to provide organizational stakeholders a tool to evaluate the frameworks seven elements.

Figure 1: McKinsey and Company's Organizational Capacity Framework



McKinsey & Company. (2001). *Effective capacity-building in nonprofit organizations*. Venture Philanthropy Partners. p. 3

Table 1: McKinsey and Company's Capacity Assessment Grid Example

I. ASPIRATIONS	1 Clear need for increased capacity	2 Basic level of capacity in place	3 Moderate level of capacity in place	4 High level of capacity in place
Mission	No written mission or limited expression of the organization's reason for existence; lacks clarity or specificity; either held by very few in organization	Some expression of organization's reason for existence that reflects its values and purpose, but may lack clarity; held by only a few; lacks broad agreement or rarely referred to	Clear expression of organization's reason for existence which reflects its values and purpose; held by many within organization and often referred to	Clear expression of organization's reason for existence which describes an enduring reality that reflects its values and purpose; broadly held within organization and frequently referred to
Vision – clarity	Little shared understanding of what organization aspires to become or achieve beyond the stated Mission	Somewhat clear or specific understanding of what organization aspires to become or achieve; lacks specificity or clarity; held by only a few; or “on the wall,” but rarely used to direct actions or set priorities	Clear and specific understanding of what organization aspires to become or achieve; held by many within the organization and often used to direct actions and set priorities	Clear, specific, and compelling understanding of what organization aspires to become or achieve; broadly held within organization and consistently used to direct actions and set priorities
Vision – boldness	No clear vision articulated	Vision exists but falls short of reflecting an inspiring view of the future and of being demanding yet achievable	Vision is distinctive along only one of following two attributes: reflects an inspiring view of future; demanding yet achievable	Vision reflects an inspiring view of future and is demanding but achievable

The McKinsey and Company's (2001) capacity assessment grid asks employees of a nonprofit organization to rate the performance of their organization on each element of organizational capacity (see Table 1). The employee of a nonprofit organization does this by selecting the description which best describes the organization's current position. Overall scores provide a measure of the amount of capacity in each of the seven elements. This is like an audit because the scores provide a general indication of an organization's capacity level by identifying areas of organizational strengths and areas that need improvement. The framework and the descriptions in the grid were developed based on McKinsey and Company's team members' collective experience as well as the input of many nonprofit experts and practitioners.

McKinsey and Company's framework and assessment grid provide insight into certain elements of organizational capacity and a method of assessing those elements. This method of assessing capacity makes a valuable contribution to the capacity literature; however a complementary perspective on organizational capacity is a framework that proposes to analyze capacity as a typology. A typological framework of capacity can create a clear conceptualization of organizational capacity by identifying central concepts or characteristics of organizational capacity. A typological framework can provide a basis to assess types of capacity. An assessment tool will also assist stakeholders in identifying which type of capacity their managerial operations focus on, and to facilitate strategies that effectively enhance their organizational capacity type.

An example of a successful typological framework for understanding a construct exists in the organizational effectiveness literature. Quinn and Rohrbaugh (1983) conducted a study on researchers and organizational theorist's perceptions of what they

thought the construct of effectiveness entailed. The effectiveness literature was in disarray and there was confusion around the effectiveness construct (Quinn, & Rohrbaugh, 1983). Prior to Quinn and Rohrbaugh's study, Campbell (1977) identified 30 different criteria of effectiveness. Some researchers questioned the value of the construct and severely criticized its importance within organizational analysis. Therefore, Quinn and Rohrbaugh embarked on an investigation of organizational effectiveness to provide a method for understanding the construct.

Given the divergent perspectives and emphases in the effectiveness literature, Quinn and Rohrbaugh (1983) developed a strategy that could clarify the construct of organizational effectiveness. Their aim was to identify all the variables in the domain of effectiveness, determine how the variables were similarly related, and then determine what particular clusters of variables should be labelled. The variables that Quinn and Rohrbaugh used were Campbell's (1977) list of 30 criteria for organizational effectiveness. Quinn and Rohrbaugh's report consisted of two studies that organized the 30 criteria of Campbell's organizational effectiveness into a theoretical framework. Their study found that organizational researchers shared common views of organizational effectiveness.

Miles, Snow, Meyer, and Coleman (1978) also developed a framework that proposed an alternative view of organizational adaptation. Their theoretical framework is another example of how a typology was used as an alternative way to conceptualize and examine a topic with divergent perspectives within the literature. The proposed theoretical framework was based on interpretations of existing literature in college textbook publishing, electronics, food processing, and health care industries. Based on

Miles et al.'s research, an organizational typology which portrayed different patterns of adaptive behaviour used by organizations was developed. Although similar typologies of various aspects of organizational behaviour were available at the time of Miles et al.'s study, their research and interpretation of the literature showed that there were essentially four strategic types of organizations. Every organization that Miles et al. observed within their study appeared, when compared to other organizations within its industry, to fit predominantly into one of the four types. This typology framework assists managers of organizations in comparing which type of adaptive behaviour patterns best fits their organization.

Within sport management, Thibault, Slack, and Hinings (1993) developed a typological framework for the analysis of strategy in nonprofit sport organizations. Thibault et al.'s typology of four organizational strategic types for nonprofit sport organizations was constructed using two dimensions. Their framework served as a starting point for managers in the identification of imperatives that they must consider when determining organizational situations and developing strategies.

Stevens (2006) developed a typology of capacity in nonprofit sport organizations. This typology could assist sport managers in identifying upon which type of capacity their managerial approaches to building capacity focuses. This typology may be useful in providing insight about the central concepts of organizational capacity. Specifically, it could assist the development of a measurement tool that assesses the types of organizational capacity. Once organizational managers understand the characteristics of their managerial approaches to building capacity, they can then develop strategies that

will effectively enhance their managerial approaches, and thus their organizational capacity.

Preliminary research by Stevens (2006) indicated two main dimensions of organizational capacity that served as a basis for a two by two framework. The two dimensions proposed are a 'Dynamic Dimension' and an 'Orientation Dimension.' The dynamic dimension indicates organizational capacity as short-term or long-term focused. This dimension examines whether managerial approaches to building capacity of a nonprofit sport organization occur on a short-term or long-term basis. The orientation dimension indicates organizational capacity as outcome and process focused. This dimension examines whether managerial approaches to building capacity of a nonprofit sport organization focus more so on achievement (outcome), or on continual development of internal systems (process).

These two dimensions form four types of capacity; Type I - Administerial Capacity, Type II - Programmatical Capacity, Type III-Technical Capacity, and Type IV- Managerial Capacity. Type I – Administerial Capacity reflects an approach towards capacity that is short-term and outcome focused. Nonprofit sport organizations classified as this capacity type emphasize their managerial approaches to building capacity on achieving short-term tasks. Type II – Programmatical Capacity reflects an approach towards capacity that is long-term and outcome focused. Nonprofit sport organizations classified as this capacity type emphasize their managerial approaches to building capacity on achieving long-term goals or missions. Type III Technical Capacity reflects an approach towards capacity that is short-term and process focused. Nonprofit sport organizations classified as this capacity type emphasize their managerial approaches to

building capacity on short-term human resource development. Type IV – Managerial Capacity reflects an approach towards capacity that is long-term and process focused. Nonprofit sport organizations classified as this capacity type emphasize their managerial approaches to building capacity on sustainability and developing organizational knowledge.

The typology developed by Stevens (2006) may be a useful tool for building organizational capacity because it assists sport managers in evaluating types of capacity that best reflects their managerial approaches to building capacity. If sport managers understand the type of capacity that best fits their organization's managerial approaches to building capacity, they then can develop strategies that will effectively enhance their operations within the organization, and thus their organizational capacity. Consequently, the purpose of this quantitative research study was to develop a valid and reliable survey to assess the type of capacity within a nonprofit sport organization. Specifically, the Nonprofit Sport Organizational Capacity Survey (NSOCS) was designed to obtain information on all types (e.g., multi-sport, single sport, multi-service) of nonprofit sport organizations with respect to the long-term, short-term, outcome, and/or process focus of managerial approaches. More specifically, the NSOCS was developed as a means for categorizing nonprofit sport organizations into capacity types (e.g., Administrative, Programmatic, Technical, and Managerial) identified by Stevens.

There were two main research objectives that guided this study: 1) to determine if the NSOCS provides a valid assessment of types of capacity of nonprofit sport organizations; and 2) to determine if the NSOCS is a reliable measure of nonprofit sport

organizational capacity. The first objective was guided by the following research question:

- 1) Does the NSOCS correctly categorize organizations into predicted types of capacity (e.g., Administerial, Programmatical, Technical, and Managerial)?

The second objective, the assessment of reliability of the NSOCS focused on the following research question:

- 2) How reliable do the items in the NSOCS measure the dimensions in the capacity framework derived by Stevens (2006)?

Hypotheses are introduced in Chapter III that assists in determining whether the two main research objectives were achieved. In the following chapter, Chapter II: Review of Literature, the characteristics of Stevens' (2006) typology framework as well as background information on the capacity construct are discussed.

Chapter II: Review of Literature

The previous chapter briefly outlined Stevens (2006) *Proposed Framework for the Analysis of Capacity within Nonprofit Sport Organizations*. This framework conceptualizes organizational capacity according to two dimensions and four types of capacity. The following sections will discuss the background of organizational capacity, as well as, each of Stevens' two dimensions and four types of capacity with literature supporting the concepts therein. As stated, the aim of this quantitative research study is to develop a survey to assess the type of capacity within a nonprofit sport organization. Specifically, it intends to measure the four types of capacity; Administerial Capacity, Programmatic Capacity, Technical Capacity, and Managerial Capacity outlined in Stevens typology framework.

Organizational Capacity

The majority of the work done on the concept of capacity lies within the international development field (Hall et al., 2003; Lusthaus et., al., 1999; Mizrahi, 2004; Schacter, 2000). In the early 1990s, capacity became a central concept within the system of international development (Schacter, 2000). However; capacity-building has been part of the United Nations (UN) system for over 40 years (United Nations Development Programme [UNDP], 2002). In this context, the purpose of capacity was used to enhance underdeveloped countries so they could sustain themselves in the future. For instance, in 1996, the World Bank defined capacity as “the ability of individuals, institutions and societies to perform functions, solve problems, and set and achieve objectives in a sustainable manner” (Capacity Development, 2007, p.1). Capacity in international development consists of the ability of an entity to perform functions that achieve

specified goals for the purpose of sustaining itself in the future. Nonprofit organizations in western society adopted many of the same principles as capacity in international development when leaders of these organizations began to introduce organizational capacity-building initiatives.

In the 1990s, capacity-building projects within nonprofit organizations in western society became important. This was due to changes in economic development strategies where the primary responsibility for economic growth and survival shifted from the national government to communities and their local governments (Eisinger, 1988; Fosler, 1988; Osborne, 1988; Rubin, & Zorn, 1985). Locality-based development or self-development strategies had become the objective of many communities. As a result, the development of capacity in communities became a prime determinant of economic performance (Blakely, 1979; Fosler, 1989; Gittel, 1990; McGuire, Rubin, Agranoff, & Richards, 1994). The issue of insufficient development capacity was prevalent in rural and other small communities because of the rapid devolution of legal powers and administrative responsibilities to local communities and governments (Hustedde, 1991; Reeder, 1989). These communities and local governments were ill-prepared and unequipped to meet the demands placed on them by the national government (Honadle, & Howitt, 1986; Liner, 1989). Demands for communities such as, establishing new jobs, higher personal incomes, and new infrastructure created a need for nonprofit organizations. This need for nonprofit organizations stimulated organizational capacity-building initiatives and thus, scholarly research on capacity-building matters

The literature on organizational capacity presents a variety of viewpoints of what the construct entails. There is little agreement on a universal conceptualization of

organizational capacity. However, literature on nonprofit organizations in the United States of America often defined organizational capacity as “the ability of nonprofit organizations to fulfill their missions in an effective manner” (McPhee, & Bare, 2001, p. 1) or as “a set of attributes that help or enable an organization to fulfill its mission” (Eisinger, 2002, p. 117). From the literature, organizational capacity is sometimes viewed as the organization’s potential to perform, its ability to successfully apply its skills and resources toward the accomplishment of its goals. Thus, organizational capacity, like capacity in the international development system involves the achievement of organizational goals and objectives. While this view of organizational capacity is common within the literature, there are many divergent perspectives within the literature that creates difficulty in conceptualizing organizational capacity as a single definition. Therefore, to better understand the nature of this ideological diversity, Stevens’ (2006) typological framework may help bring clarity to the characteristics of organizational capacity. A review of the literature supports the views outlined within Stevens’ framework which suggests two dimension and four types of capacity. The following sections will discuss the characteristics of Stevens’ (2006) typology framework with relevant literature supporting the concepts therein.

The Proposed Framework for the Analysis of Nonprofit Sport Organizational capacity

Stevens (2006) preliminary research to propose a framework for the analysis of capacity within a nonprofit sport organization advanced our understanding of capacity within a nonprofit sport organization. This study sought to examine capacity perceptions of individuals within the 2005 Canada Summer Games Host Society (CSGHS).

Specifically, Stevens explored how volunteer and staff within a nonprofit sport organization understood organizational capacity. A grounded theory approach was used to facilitate inductive reasoning embedded within the data, which reflected participants' perceptions of organizational capacity. In-depth interviews were conducted with 29 planning volunteers, and 10 senior staff (n=39). These interviews were semi-structured in nature and consisted of several questions. One question asked participants what they thought organizational capacity meant within the context of the CSGHS. The results of the study indicated two main dimensions -dynamic and orientation- that served as a basis for a two by two framework of organizational capacity. The two dimensions proposed are an 'Orientation Dimension' and a 'Dynamic Dimension' and the four types of capacity are Type I - Administerial Capacity, Type II - Programmatical Capacity, Type III- Technical Capacity, and Type IV- Managerial Capacity. The characteristics of each capacity type are outlined in Stevens proposed framework. Refer to Figure 2 for a summary of Stevens' typology framework. The following sections explain the two dimensions and four types of capacity utilized for this study.

Dynamic Dimension

The Dynamic Dimension indicates the short and long-term focus of managerial practices within a nonprofit sport organization. The concept of this dimension does not emphasize that managers within organizations focus their practices either exclusively short-term or long-term. Rather, it asserts that though managers within organizations may operate on both a short-term and long-term basis, managers may tend to focus their operations more so short-term or long-term. The long-term dynamic proposes that managerial practices of an organization have a continuous or longer than one year focus.

Figure 2 – A Proposed Framework for the Analysis of Capacity within Nonprofit Sport Organizations

			DYNAMICS DIMENSION	
			Short-Term	Long-Term
ORIENTATION DIMENSION	Outcome		Type I Administerial Capacity	Type II Programmatic Capacity
		Time/Dynamic	Short-term/Outcome	Long-term/Outcome
		Emphasis	Task-based	Goal-based
		Purpose	Achieve	Achieve
	Process		Type III Technical Capacity	Type IV Managerial Capacity
		Time/Dynamic	Short-term/Process	Long-term/Process
		Emphasis	Skill-based	Knowledge-based
		Purpose	Sustain	Sustain

Stevens, J. (2006). A proposed framework for the analysis of capacity within nonprofit sport organizations. Paper presented at the 35th *Annual Conference of the Association for Nonprofit Organizations and Voluntary Action*. Chicago, Illinois.

For instance, Loza (2004) stated, “because capacity-building is an ongoing process, the activities implemented and the programs designed, such as training or networking, need sufficient time and commitment to succeed” (pp. 304-305). This claim is further supported by Ebrahim (2003), who stated:

The last and most universal lesson is that the wise nonprofit manager takes a long-term view. Almost everything about building capacity in nonprofits (and in for-profit companies) takes longer and is more complicated than one would expect. One reason is that organizations have traditionally underinvested in capacity, leaving them in need of improvement in virtually every area... There are few quick fixes when it comes to building capacity, and in many cases it is unrealistic and often counterproductive for capacity builders to demand immediate results, reported quarterly. (pg. 6-7)

Loza and Ebrahim clearly illustrated that in order to build organizational capacity, managers must focus their practices for the long-term. In addition, organizational capacity involves sustainability (Capacity Development, 2007; Hall et al., 2003; Lusthaus et. al., 1999; Mizrahi, 2004; Schacter, 2000). Sustainability revolves around the ability of an organization to maintain operations over an extensive period of time, which clearly indicates a long-term focus. For example, Lafond, Brown, and Macintyre (2002) argued that capacity in the health care sector is “the ability to achieve and sustain coverage, access and quality over time” (p. 4). While the argument presented in the literature states that building organizational capacity is a long-term strategy that continues being developed and maintained (McKinsey & Company, 2001), there are also views that promote short-term solutions for capacity-building.

The short-term dynamic proposes that managerial practices of an organization may focus on temporary or immediate operational timeframes. For instance, managers of nonprofit organizations may focus on immediate human resource development such as employee and volunteer training. Moreover, all nonprofit organizations have missions pursued over the long-term. However, in order to achieve their mission, short-term tasks need to be regularly accomplished. In other words, managers of an organization may focus their practices on achieving immediate results or short-term tasks reported quarterly. For instance, a report conducted by the Organization for Economic Co-operation and Development (OECD) (2006) argued that capacity is “understood in terms of the ability of people and organizations to define and achieve their short-term tasks.” (p. 12). An organization that focuses on defining and achieving immediate results or short-term tasks would classify as having a short-term dynamic. In addition, in recent strategic planning literature a management report was released by executives in the United Kingdom claiming that 30% of companies now plan on a six month or quarterly basis, 25% of firms now review budget more often than annually, and 15% of firms claim running their business is like managing a series of projects (Management Services, 2004). These organizations that plan on a short-term basis would classify as having a short-term dynamic.

Orientation Dimension

The Orientation Dimension, the second dimension in Stevens’ (2006) proposed framework indicates organizational capacity as outcome and process focused. This dimension, like the dynamic dimension, does not emphasize that managers within organizations focus their practices either exclusively outcome or process focused.

Rather, it asserts that though managers within organizations may operate on an outcome and process basis, managers may tend to focus their practices more so outcome focused or process focused. An outcome focus emphasizes achievement and views capacity in relation to whether the organizational “machine” can achieve its goals or fulfill its purpose. Moreover, organization’s classified as being outcome focused are mainly concerned with achieving results (Stevens, 2006). It can be argued that all nonprofit organizations are concerned with achieving goals, and thus, every nonprofit organization can be classified as outcome focused. However, nonprofit organizations may also focus on developing and managing knowledge within the organization, or building the necessary skills to effectively deliver the organizations mandate. This is more process focused because it centres on continual development of the organization’s internal systems.

Process focus emphasizes continual development. It is about managerial practices that focus on developing and sustaining the internal systems and capabilities of the organization. Process focused capacity is illustrated in Brady and Davies’ (2004) study which described a model for building project capabilities where: firms create a ‘strong base’ of specialized resources and Knowledge in the use of certain types of technology and the exploitation of different markets. Because resources alone do not create value, a firm must draw upon the knowledge and experience — or ‘organizational capabilities’ of people working together in an organization to leverage the pool of resources and perform activities that create competitive advantage. (p. 1603)

Brady and Davies demonstrated that knowledge, skill development, and organizational capabilities are essential components for creating competitive advantage.

Acquiring knowledge and building individual skills are processes that involve continual development (Perrow, 1986). Organizations that focus their managerial practices on developing and sustaining organizational knowledge, organizational capabilities, and human resource development classify as process focused. The following sections expand this discussion of the two dimensions within the framework by explaining the characteristics of each of the four capacity types.

Types of Capacity

Type I – Administerial Capacity

The first capacity type, Administerial Capacity, is outcome and short-term focused (see Figure 2). Nonprofit sport organizations who classify as having a Type I Administerial Capacity focus their managerial practices on achieving their organization's short-term tasks. The concept of administerial capacity, like the concept of the dynamic and orientation dimensions, does not emphasize that managers within organizations focus their practices exclusively outcome and short-term. Rather, it asserts that though managers within organizations may operate with criteria of all four characteristics within the two dimensions (short-term, long-term, outcome, and process), managers may tend to emphasize their managerial practices more so outcome and short-term focused. Leaders of an organization that classifies as having a short-term/outcome capacity type focuses their managerial practices on the completion of immediate results within the organization. Christensen and Gazley (2006) argued that organizational capacity entails the achievement of short-term tasks when they stated capacity is any attribute that can "impede or promote success in achieving organizational tasks" (p. 6).

Capacity to Serve (2003) is an article that also highlighted that organizational capacity entails the completion of immediate results or short-term tasks. The article stressed the importance of individuals within the organization as an enabling factor for completing short-term tasks. In the article's conceptual model of organizational capacity, human capital works synergistically with financial capacity, relationship and network capacity, planning and development capacity, and infrastructure and process capacity to produce outputs and results within organizations. A nonprofit organization that mobilizes and distributes human capital effectively allows for the completion of short-term organizational tasks. Leaders of an organization that focuses their managerial practices on mobilizing and distributing human capital for the completion of short-term tasks would classify as having a Type I – Administerial Capacity type.

Similarly, Stowe and Barr (2005) claimed that organizational capacity involves the characteristics of Type I Administerial Capacity when discussing their research into capacity challenges of nonprofit and voluntary organizations in rural Ontario. They discovered that many challenges face rural nonprofit organizations. Two of these challenges demonstrated that nonprofit organizations can operate within an environment that is conducive to achieving short-term tasks. The first challenge deals with strategic planning. Some nonprofit organizations engage in formal strategic planning processes, and others do not. Results revealed that nonprofit organizations have difficulty planning for more than one year because of the short duration of their funding contracts for programs. As a result of nonprofit organization's inability to plan, strategize, and develop goals longer than one year, nonprofit organizations work within an environment that stresses the need to achieve immediate or short-term results.

The second challenge facing nonprofit organizations in Ontario deals with volunteers (Stowe & Barr, 2005). The majority of managers Stowe and Barr (2005) interviewed claimed that their organizations relied heavily on volunteers to complete a large number of organizational tasks. Without volunteers, nonprofit organizations would not have programs, as it is the volunteers who deliver projects to their fellow members. Stowe and Barr indicated that volunteers would be in charge of tasks such as helping with fundraising events, office work, and working crisis help lines. In addition, managers indicated that volunteers were for the most part, seeking, working in, and performing short-term positions. It is clear from Stowe and Barr that managers within nonprofit organizations may tend to focus on short-term/outcome characteristics seeing as their environment and personnel forces them to plan, strategize, and achieve projects in the short-term.

Newman (2001) also argued that organizational capacity involves achieving short-term tasks. Newman discussed the lessons learned by Kibbe (2000) through trial and error, study and reflection, and direct feedback from grantees during more than 15 years of grant making and personal experience as a capacity-builder. Kibbe's results revealed that in nonprofit organizations change is constant due to growth, transition, strategic risk-taking, and the need to adapt to an inconsistent environment. Due to a constantly changing and unpredictable environment, nonprofit organizations have an urgent need to achieve tasks quickly and effectively. Kibbe claimed that for many nonprofits the mission is so urgent, and resources so scarce that when helping nonprofits increase their organizational effectiveness, managerial practices must link work completed back to the

group's goals. As a result, due to a changing environment, Kibbe argued that successful managers must plan and strategize to complete short-term tasks.

In Kibbe's (2000) research, it becomes apparent that due to a constantly changing environment in nonprofit organizations, results-based management strategies are valuable in developing organizational capacity. Therefore, when discussing Type I Administrative Capacity, results based management literature can provide credible insight in developing organizational capacity. For instance, the Treasury Board of Canada Secretariat (2002) developed *Results-based Management and Accountability Frameworks for Horizontal Initiatives*. These frameworks clearly set out the requirement for nonprofit managers to manage for results in a changing environment. The frameworks involved the development and implementation of plans, monitoring, measuring and evaluating progress made, reporting on results regularly and making the necessary adjustments. Whether related to a policy, program, or initiative, a

Results-based Management and Accountability Frameworks is intended to help managers: describe clear roles and responsibilities for the main partners involved in delivering the policy, program or initiative; ensure clear and logical design that ties resources to expected outcomes; a results-based logic model that shows a logical sequence of activities, outputs and a chain of outcomes for the policy, program or initiative; determine appropriate performance measures and a sound performance measurement strategy that allows managers to track progress, measure outcomes, Support subsequent evaluation work, learn and, make adjustments to improve on an ongoing basis... (p. 8)

These Results-based Management and Accountability Frameworks are intended to serve as an outline for managers to help focus on measuring and reporting outcomes throughout the life-cycle of a policy, program, or initiative. These frameworks are a guide to assist managers in establishing a foundation to support a strong commitment to results, which is a prime responsibility of managers of nonprofit organization in a constantly changing environment. As outlined in the management frameworks, “nonprofit managers are expected to define strategic outcomes, continually focus attention on results achievement, measure performance regularly and objectively, learn from this information and adjust to improve efficiency and effectiveness (Treasury Board Secretariat, 2001). It is clear that due to a constantly changing environment, focusing on results achievement improves the efficiency and effectiveness of the nonprofit organizations. An organization that focuses their managerial practices on achieving immediate results due to its changing environment would classify as having a Type I – Administerial Capacity type.

It is clear from the literature that organizational capacity in nonprofit organizations involves short-term/outcome characteristics. Due to the environment of nonprofit organizations, managers may operate with a focus on achieving short-term tasks. Nonprofit organizations who focus more on achieving short-term tasks classify as having a Type I Administerial Capacity type. The second capacity type, Type II Programmatical Capacity explains how organizational capacity in nonprofit organizations involves long-term/outcome characteristics. Managers of nonprofit organizations who focus more on achieving long-term goals classify as having a Type II Programmatical Capacity type.

Type II – Programmatical Capacity

Type II Programmatical Capacity is outcome and long-term focused which centres on achieving long-term goals. Similar to the concept of Type I-Administrative Capacity, this type does not emphasize that managers within organizations focus their practices exclusively outcome and long-term. Rather, it asserts that though managers within organizations may operate with criteria of all four characteristics within the two dimensions (short-term, long-term, outcome, and process), managers may tend to emphasize their managerial practices more so outcome and long-term focused.

In his examination of government and state welfare services, Andersen (2005) believed capacity depended on achieving outcomes, specifically long-term goals. Andersen's argument can be supported further by demonstrating that the two federal government documents discussed earlier, The CVI (2001) and the CSP (2002) focused on achieving long-term goals. In the CVI (2001), the long-term goals are to "strengthen the voluntary sector's capacity to meet the challenges of the future and to enhance the relationship between the sector and the federal government and their ability to serve Canadians" (p. 2). Similarly, the CSP's (2002) purpose is to "improve the sport experience of all Canadians by helping to ensure the harmonious and effective functioning, and transparency of their sport system" (p. 2). These two federal government documents support Andersen's argument that entities such as government and state welfare services focus mainly on achieving long-term outcomes. Organizations that focus their managerial practices on achieving long-term goals classify as having a Type II – Programmatical Capacity type.

Ebrahim (2003) argued that capacity involves the achievement of long-term organizational goals. Ebrahim believed capacity-building involves strengthening a nonprofit so it can achieve its mission, which entails an assessment of organizational needs and assets, and an intervention from an outside party. According to Ebrahim, capacity is long-term and outcome specific when he discussed technical and management capacity, he stated:

with some notable exceptions, the primary emphasis on technical and management capacity has also been associated with a drive towards “outcome measurement” or “results based management.” Both of these terms refer to the direct measurement of organizational performance, not only in terms of immediate results (outputs) but also medium and longer-term results (outcomes or impacts) through the use of extensive sets of indicators. (p. 11)

Clearly Ebrahim claimed that capacity is concerned with the achievement of not only short-term goals, but also, long-term goals when he discussed technical and management capacity. It is clear from statements such as these that organizational capacity in nonprofit organizations involves long-term/outcome characteristics. Therefore, managers of organizations who focus their practices on achieving long-term goals classify as having a Type II – Programmatic Capacity type.

Wagner (2003) also linked the notion of capacity with achieving long-term goals stating capacity involves an integrated set of actions designed to achieve the organization’s overarching goals. The Nature Conservancy, the largest private conservation group in the United States, provides an excellent case for Wagner’s argument. The Nature Conservancy aligned their mission, vision, and goals to enhance

their capacity. The conservation group focused on changing its long-term goals and aligning strategies to meet those long-term goals. In so doing, the Nature Conservancy was able to improve the recruitment and retention of top talent, and conduct more coordinated and aggressive fund-raising campaigns. As a result, the Nature Conservancy improved its performance through programs related to biodiversity indicators, revenues, staffing, and membership drives (Wagner, 2003). The Nature Conservancy is a good example of how an organization that focused their managerial practices on achieving long-term goals enhanced their capacity. According to Stevens' (2006) proposed framework, an organization like the Nature Conservancy demonstrates an organization that has a Type II – Programmatical Capacity type.

McKinsey and Company (2001) also verified a programmatical view of nonprofit organizational capacity by making the argument that organizational capacity is long-term focused. The McKinsey Report, as discussed above, included case studies of thirteen nonprofit organizations engaged in capacity-building efforts since the 1990s. The research aimed at uncovering lessons learned from these 13 nonprofit organizations in their capacity-building initiatives. One of the lessons learned from McKinsey and Company's research is that building capacity can take a long time and therefore nonprofit managers and organizations need to be patient and plan for the long-term (McKinsey & Company, 2001).

Connolly and Cady (2003) further supported McKinsey and Company's report by stating, "mission, vision, and strategy are the driving forces that give the organization its purpose and direction...Strategic relationships, resource development, operations, management, and facility are all necessary mechanisms to achieve the organization's

ends” (p. 82). By restructuring an organization’s mission, vision, or aspirations (as referred to by McKinsey & Company) and setting initiatives to achieve these long-term goals, organizations enhance their capacity. As a result, it can be argued that organizational capacity encompasses the achievement of long-term goals. Managers of nonprofit organizations who focus their managerial practices on achieving goals over the long-term classify as having a Type II Programmatical Capacity type. The third capacity type, Type III Technical Capacity explains how organizational capacity in nonprofit organizations involves short-term/process characteristics. Managers of nonprofit organizations who focus more on short-term skill acquisition and development classify as having a Type III Technical Capacity type.

Type III – Technical Capacity

Type III Technical Capacity is process and short-term focused. The concept of this type, like the concept of Type I – Administerial Capacity and Type II Programmatical Capacity, does not emphasize that managers within organizations focus their practices exclusively process and short-term. Type III Technical capacity focuses on short-term human resource development. Organizations that concern themselves with skill acquisition and development, such as employee training and evaluation fit into this type. More importantly, short-term/process capacity characteristics focus on building the necessary skills within an organization. Brady and Davies (2004) argued that building project capabilities such as short-term skill development are essential for capacity. They claimed that when a firm moves out of its routine or environment, it must develop new capabilities by using the experiences it gains from learning. This adaptation allows the organization to successfully address immediate demands.

Penrose (2004) agreed with Brady and Davies (2004) by stating, “firms grow successfully by developing ‘distinctive capabilities’ or ‘core competencies’ to respond to a changing environment” (p. 1603). Thus, capacity tends to incorporate training as a natural adjunct and important part of intra-organizational processes. Todsén (2003) explained the value of individual skills to capacity by discussing the need to improve the stock of needed qualities and features called capabilities. To improve capacity within an organization she argued, “the focus of capacity-building therefore should be on improving the stock rather than on managing whatever is available” (2003, p. 30). Todsén (2003) also explained how better management may not necessarily lead to improved results when the “stock” itself is weak or outdated, and favours improving individuals’ skills to enhance organizational capacity. Todsén (2003) went on to state that “good policymakers or managers will be able to achieve more if the stock of human capabilities available to them is of requisite quality” (p. 30). Therefore, human resource development can help enhance organizational capacity, and managers who focus their managerial practices on developing human capabilities classify as having a Type III – Technical Capacity type.

Indieke (2003) also related organizational skills to capacity in a discussion of the McKinsey and Company’s Report. Indieke (2003) stated:

foundational elements of the McKinsey framework—systems and infrastructure, human resources, and organizational structure—are limit factors. Organizations are limited by poor communications technology, overworked staff, cramped offices, lack of training, and inadequate access to technical assistance. Higher-level functions—aspirations, strategy, and organizational skills—are

empowerment factors. A strong mission and values statement remind staff why they tolerate working for less than the living wage they promote for others; intelligent strategy helps to minimize the effect of poor working space by staggering work hours and coordinating staff time; and organizational skills build off familiarity and trust, without which no organization can work efficiently.

(p. 97)

Indieke maintained that a lack of training limits an organization, resulting in diminished capacity. In addition, Hall (2003) verified Indieke's emphasis on the importance of individual skills within the organization by defining capacity as "the ability to deploy human capital (i.e., paid staff and volunteers) within the organization, and the competencies, attitudes, motivation, and behaviours to these people" (p. 389). Moreover, according to Sharpe (2006), human capital lies in the skills of an individual that can be put toward productive ends. Sharpe explained organizational capacity as "the ability of an organization to gather and deploy the capital needed to fulfill its mandate" (p. 387).

It is clear from the literature that organizational capacity in nonprofit organizations involves short-term/process characteristics. Each of these sources discussed above support the characteristics of the Type III Technical Capacity type by arguing that managers, who develop individual skills within their nonprofit organization, improve performance and organizational capacity. Nonprofit organizations who focus their managerial practices on short-term skill acquisition and development classify as having a Type III Technical Capacity type. The fourth capacity type, Type IV Managerial Capacity explains how organizational capacity in nonprofit organizations involves long-term/process characteristics. Managers of nonprofit organizations who focus more on

developing organizational knowledge within their organization classify as having a Type IV Managerial Capacity type.

Type IV – Managerial Capacity

Type IV Managerial Capacity is process and long-term focused. The concept of this type, like the concept of the other three capacity types, does not emphasize that managers within organizations focus their practices exclusively process and long-term. Nonprofit sport organizations that classify as having a Type IV – Managerial Capacity type focus their managerial practices on sustainability and developing organizational knowledge. Organizations develop knowledge over time about how to conduct its daily operations, and it is this knowledge that relates to, and develops capacity.

Cairns, Harris, and Young (2005) explained that although researchers tend to have conflicting claims about what capacity and capacity-building entails, they present numerous definitions which reflect capacity as having characteristics of long-term/process. For example, some authors believed capacity-building ensures nonprofit organizations have the knowledge, structures, and resources to realize their full potential. Brady and Davies (2004) argued that in order to accomplish new capabilities “individuals and organizations have to engage in self-reflective ‘double-loop’ learning by confronting previously held assumptions and creating new, more appropriate routines ... Reflecting on the outcomes of learning is essential in order to transform tacit experience into explicit knowledge” (p. 1605). In this sense, capacity becomes “the combined force of individual competencies and organisational capabilities that work synergistically to advance an organisation” (Letts, 2005, p. 872). Managers of organizations that focus their managerial practices on the principle of organizational learning, and combining individual

competencies and organizational capabilities to advance their organization, classify as having at Type IV – Managerial Capacity type.

Loza (2004) also believed that enhancing capacity is a holistic systematic long-term program that incorporates different activities across multiple settings and focuses on efficiency, effectiveness, sustainability as well as organizational culture, and organizational knowledge. Schacter's (2000) research supported Loza by establishing that international development agencies use to minimize developing countries involvement in the planning and design of policies that were in principle, meant to help them. In 2000, Schacter discovered that development agencies came to realize the deficiency in their approach by adapting a new way of strengthening development countries. They began to incorporate more recipient country control into planning and designing of projects and programs for the development of their country. Schacter (2000) explained that, "capacity-building requires a learning-by-doing approach that cannot easily be accommodated within the formalities of the classic project cycle" (p. 4). Therefore, developmental countries are more involved in the planning and designing of projects, which allows for a more efficient and effective way to develop sustainable knowledge and culture of developing countries. This allows developmental countries to develop the knowledge necessary to become self sufficient. Schacter's example of international development agencies allowing developmental countries to become more involved in the planning and designing of projects for their own country is a good example of practices focusing on developing knowledge. Organizations that focus their managerial practices on developing organizational knowledge, like Schacter's example classify as having a Type IV – Managerial Capacity type.

Each of the sources discussed above support a process of developing overall knowledge within the organization. By doing so, organizations enhance capacity by making the organization more effective and efficient. In addition, the literature supports the view that the development and sustainability of organizational knowledge is a long-term process that continues throughout the lifetime of the organization. It is clear from the literature that organizational capacity in nonprofit organizations involves long-term/process characteristics.

Conclusion

This chapter has outlined literature that supports the Stevens' (2006) *Proposed Framework for the Analysis of Capacity within Nonprofit Sport Organizations*. Stevens' framework is intended to aid sport organizational stakeholders in identifying the type of capacity on which sport managers should focus. Stevens' preliminary research indicated two main dimensions of organizational capacity that served as a basis for a two by two typology framework. The two dimensions proposed are a 'Dynamic Dimension' and an 'Orientation Dimension.' The characteristics within these two dimensions produce four types of capacity. The four types of capacity are Type I - Administerial Capacity, Type II - Programmatical Capacity, Type III-Technical Capacity, and Type IV- Managerial Capacity. The concepts within the framework do not emphasize that managers within organizations focus their practices exclusively on one characteristic within the two dimensions. Rather, it asserts that though managers within organizations may operate with criteria of all four characteristics within the two dimensions (short-term, long-term, outcome, and process), managers may tend to emphasize their managerial practices on certain characteristics.

This research study aims to develop a survey that assesses types of capacity within a nonprofit sport organization. Specifically, it assesses the four types of capacity within Stevens' (2006) proposed framework. The following chapter explains the research method for this study and outlines the development of a survey that assesses the types of capacity proposed in Stevens' framework.

Chapter III: Research Methods

This chapter addresses the research process which includes the development of the nonprofit sport organizational capacity survey (NSOCS), the methods and procedures that were followed to assess the validity and reliability of the NSOCS, and its ability to discriminate between the types of capacity identified by Stevens (2006). In the first section, the developments of the NSOCS are discussed in terms of item development, format, and exemplar process. In the second section, the sampling and data collection procedures are presented. Finally, in section three, data analysis procedures are described and the two statistical tests (chi-squared goodness of fit test and one tailed one sample t-test) used in the analysis are described.

Development of the NSOCS

Item Development: Ten Items used to Assess Stevens' (2006) Four Types of Capacity

The ten items used on the survey related to characteristics of Stevens' (2006) four capacity types, specifically, characteristics within the dynamic dimension (short-term/long-term) and the orientation dimension (outcome/process). From the literature and interviews conducted in Stevens research, these four characteristics were identified as the most consistent and important characteristics of Stevens' framework. Out of the ten survey items, five of the items represented the dynamic dimension, and five items represented the orientation dimension. Each item used terminology associated with the capacity characteristic. Refer to Appendix A for terms associated with the capacity characteristics short-term, long-term, outcome, and process. The format of these ten items is discussed further in the format section below.

The primary reference used to develop the ten items in the NSOCS was Stevens (2006). In this work Stevens described four capacity types that were used as the basis for identifying critical aspects of capacity. Terms of the ten items were identified by reviewing terminology not only used by individuals in Stevens (2006) research interviews, but also, within the capacity literature. Content analysis of these key sources assisted in developing the terminology used in the item development phase.

The associated terms for the ten items were developed by the researcher and Dr. Stevens brainstorming terms related to each of the four characteristics. A pool of 37 associated terms was developed by identifying terminology consistently used within Stevens' (2006) research interviews, Stevens' survey, and capacity literature. Stevens' survey asked individuals within the 2005 CSGHS their perceptions of what capacity is, and should be within the CSGHS. It asked individuals to rank out of five the terms that best reflects capacity within the CSGHS. Terms from this survey were used within the pool of 37 terms. This pool of 37 terms was reduced to 12 associated terms that best reflected the four characteristics based upon the researcher's judgment and in consultation with Dr. Stevens. These 12 terms were then evaluated by the researcher's two committee members. Feedback from the committee members suggested that 10 items reflecting associated terms be constructed. Based on this review, attention was focused on associated terms that were clear and straightforward. Final say on which terms were used for the ten survey items was based upon the researcher, advisor, and two committee members judgement. Judgement was based on whether the terms were easily recognizable and identified the characteristics in the orientation dimension

(outcome/process) and dynamic dimension (short-term/long-term). Refer to Table 2 for the pool of 37 associated terms developed by the researcher and advisor.

Format

The purpose of the NSOCS was to assess the four types of capacity in Stevens' (2006) typology framework. The format for this survey included four different components (See Appendix B). The first component asked survey respondents their date of birth, gender, and the respondent's total number of years involved in the sport sector, both employed and voluntary. The purpose of this section was to understand the demographics of the sample to ensure that respondents of the survey met the sample criteria set by the researcher. The characteristics of the sample are discussed below in the Sample section. In addition, information from this component could be used if a survey respondent wished their data to be eliminated from the study.

The second component asked respondent's their level of familiarity with the nonprofit sport organizations used in the survey. The survey for this study used four nonprofit sport organizations, for the purposes of this study they are labelled "Exemplar's". These exemplars are nonprofit sport organizations that reflect the four types of capacity proposed in Stevens' (2006) framework. The process for selecting and designating these exemplars to the four types of capacity are discussed below in the Validity: Exemplar Process section. For the purpose of this research it is assumed by the researcher that the four nonprofit sport organizations used on the NSOCS are engaged in organizational capacity and organizational capacity-building. The four nonprofit sport organizations used were; Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games (VANOC), Hockey Canada, the Coaching Association of

Table 2-Item Development: Pool of Capacity Characteristic Terms

Pool of 37 Items	Process of Elimination	Pool of 12 Items	Process of Elimination	10 Survey Items
1. Emphasizes learning/Emphasizes results	The elimination of associated terms focused on selecting terms that were straightforward, concise, and directly connected to the short-term, long-term, outcome, and process capacity characteristics.	Daily Activities/Mission	It was agreed by the researcher, advisor, and committee that ten terms would be suffice is achieving the research objective of assessing the four types of capacity. It was agreed that the associated terms could use variations of the words short-term, long-term, outcome, and process to make it easy for respondents to respond.	Daily Activities/Mission
2. Organizational outcomes/Organizational Processes		Conducting Activities in-a-period-of time/ Conducting Activities over-a-period-of time		Short-Term/Long-Term
3. Achieving organization wide results/Improving individual competencies		Short-Term/ Long-Term		Present Day/Future
4. Accumulating the necessary knowledge for day to day operations/Reaching organizational objectives		Present day Activities/Future Plans		Current Issues/Long-Term Issues
5. Strives for sustainability/Strives for achievement		Day to day Orientation/Future Orientation		Short-Term Orientation/Long-Term Orientation

6.	Emphasizes skills/Emphasizes Tasks		Limited period of time/Unlimited period of time		Outcomes/Processes
7	Improves achievements/Improves knowledge	Example: Strives for sustainability/Strives for achievement TO Achievement/Sustainability OR Future endeavours/Present day activities TO Present day Activities/Future Plans	Outcomes/Processes	Example: Day to day Orientation/Future Orientation TO Short-Term Orientation/Long-Term Orientation OR Accomplishments of the Organization/Methods of the Organization TO Organizational Results/Organizational Procedures	Organizational Results/Organizational Procedures
8	Process-based/Performance-based		Achievement/Sustainability		External Outputs/Internal Activities
9	Connected to goals/Connected to persistence		Organizational Performance/Organizational Operations		Organizational Accomplishments/Organizational Processes
10	Enhanced		External		Ends/Means

<p>constantly/Enhanced to a maximum level</p>	<p>Outputs/Internal Activities</p>
<p>11 Internal orientation/External orientation</p>	<p>Organizational Production/ Organizational Procedures</p>
<p>12. Ability to utilize information/Ability to accomplish goal</p>	<p>Accomplishments of the Organization/ Methods of the Organization</p>
<p>13. Limited potential/Unlimited potential</p>	
<p>14. Continued growth of organization/Reaching desired outcomes</p>	
<p>15. Ability to train staff and volunteers/Ability to deliver mandate</p>	
<p>16. Organizational outputs/Organizational throughputs</p>	
<p>17. Based upon collection of members/Based upon members</p>	

18. Objectives/Goals

**19. Accomplishing
organizations
purpose/Maintaining a high
level of efficiency
indefinitely**

**20. Short-term focus/Long-
term focus**

**21. Improves plans/Improve
individual competencies**

22. Tasks/Goals

**23. Organizational
accomplishments/
Organizational growth**

**24. Completing assigned
work/How one goes about
completing assigned work**

**25. Remains stable/Always
changing**

**26. Maintain a level of
effectiveness/Attain a level**

of efficiency

- 27. **Organizations systems as the means to the end/Members as the means to the end**
 - 28. **Future endeavours/Present day activities**
 - 29. **Focus upon adjustments/Focus upon targets**
 - 30. **Personnel as the driving force to complete objectives/Organizational systems as the driving force to complete goals**
 - 31. **Organization-wide focus/Individual focus**
 - 32. **Fluid/Finite**
 - 33. **Adapt goals over time/Reach goals in time**
 - 34. **Accomplishment/Maintaining**
-

-
- 35. Attaining organizations mission/Maintaining organization indefinitely**
 - 36. Improving individual competencies/Improving Organization structure**
 - 37. Focus upon skill development/Focus upon organizational knowledge**

Note. Table illustrates the elimination and re-wording of associated terms identified by the researcher and advisor.

Canada (CAC), and the Ontario Hockey Association (OHA). Each exemplar represented a type of capacity proposed in Stevens' framework. For instance, VANOC represented Type I Administrative Capacity, Hockey Canada represented Type II Programmatic Capacity, The CAC represented Type III Technical Capacity, and the OHA represented Type IV Managerial Capacity.

The item used in component two asked respondents to indicate the extent to which they knew the organization. Their choices were, "Do not know at all"; "Know very little"; "Know somewhat"; "Know well"; "Know very well". Respondents who rated their familiarity with an exemplar as either "Know the organization somewhat," or "Know the organization well" or "Know the organization very well" were given access to that exemplar's ten items and included in the study sample for assessing whether the NSOCS correctly categorizes organizations into predicted types (i.e., is a valid instrument) and whether the items of the NSOCS reliably measure the capacity dimensions identified by Stevens (2006) and used in the NSOCS.

Respondents who indicated they knew the exemplar "somewhat", "well" or "very well" were believed to have the required familiarity level with that particular exemplar to provide scores on the ten items. This decision was made by the researcher. Respondents who knew the exemplar very little or not at all were denied access to the ten items on that particular exemplar and moved to the next exemplar. This component was developed to allow only those respondents who had adequate familiarity with the exemplars respond to the ten items on that exemplar. This component was vital in attempting to eliminate respondents who did not know the organization well enough to assess items that were to be used to determine capacity type. Some knowledge of the organization was deemed

critical for respondents to be able to judge the activities of each organization. The researcher did not want respondents scoring exemplars by guessing what they thought the exemplar focused on. This would skew the results of the NSOCS.

The third component consisted of the ten items used to assess the four types of capacity of Stevens' (2006) framework. These ten items were closed-ended questions. When a completely open question is asked, "many people give relatively rare answers that are not analytically useful. Providing respondents with a constrained number of answer options increases the likelihood that there will be enough people giving any particular answer to be analytically interesting" (Fowler, 2002, p. 91). Also with regards to open questions, they tend to be beneficial when the researcher wants thick descriptions of a phenomenon (Fowler, 2002). This research was not concerned with thick descriptions of people's perceptions of organizational capacity; rather, the study was intended to validate a measuring tool that assessed types of nonprofit sport organizational capacity.

Consequently, a semantic differential item design was utilized. A semantic differential item is typically a seven point bipolar rating scale using adjectival opposites (Al-Hindawe, 2008). For example, when considering the framework by Stevens (2006), there are capacity characteristic opposites within the dynamic and orientation dimension. In the dynamic dimension, short-term is opposite to long-term, and in the orientation dimension, outcome is opposite to process. Therefore, when constructing a semantic differential item for these two dimensions, the items would be represented as followed:

A) Short-Term -3 -2 -1 0 1 2 3 Long-Term

B) Outcome -3 -2 -1 0 1 2 3 Process

For these items in this example, a respondent would be asked to rate the capacity characteristics of a nonprofit sport organization. The semantic differential item would then force the respondent to make a decision on whether the nonprofit organization is either short-term or long-term focused for item A, and either outcome or process focused for item B. If the respondent is neutral on the item, he/she would place the response as a zero. There are two advantages to this technique. First, it forces subjects to focus on the expected dimension since the categories are already provided. Second, the procedure is not complex since all that is required of the respondent is to make some judgement on the subject matter (Al-Hindawe, 2008).

The survey posed the same ten items for each of the four exemplars. These items used a consistent format to ask the respondents, “To what extent does [Organization Name] focus upon [capacity type characteristics]”? The items placed capacity characteristic opposites on a seven point continuum. For example, one end of the continuum presents a capacity characteristic, while the other end of the continuum presents the opposite capacity characteristic:

To what extent does VANOC focus upon Outcomes OR Processes?

Outcomes OR Processes	Much Stronger Focus on Outcomes	Moderately Stronger focus on Outcomes	Slightly Stronger focus on Outcomes	Equally focuses on Outcomes & Processes	Slightly Stronger focus on Processes	Moderately Stronger focus on Processes	Much Stronger focus on Processes
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Presenting the item in this manner forces the respondent to score VANOC (or any of the exemplars) as either outcome focused or process focused for this particular item.

Within the ten survey items, five of the items represented the dynamic dimension, and five items represented the orientation dimension. Each item used terms associated with the capacity characteristic. For example, for the dynamic dimension, terms associated with the short-term capacity characteristic were: daily activities, short-term, present day, current issues, and short-term orientation. The terms associated for the long-term capacity characteristic were: mission, long-term, future, long-term issues, and long-term orientation. The terms used for each of the four capacity characteristics in Stevens' (2006) framework, and the items that were reversed scored refer to Appendix A.

The final component of the survey called, Survey Evaluation asked respondents to provide any comments they would like to make with regards to the survey. This component used an open question to assess respondents' thoughts on the NSOCS. This component proved to be very useful in identifying flaws within the survey. The following section, Exemplar Process discusses the rigorous process for choosing and designating the four exemplars to the four types of capacity in Stevens' (2006) framework.

Validity: Exemplar Process

The objective of the process for selecting and designating the exemplars to the four types of capacity in Stevens' (2006) framework was to establish construct validity for the capacity type survey. Validity "suggests truthfulness. It refers to how well an idea "fits" with actual reality" (Neuman, 2006, p. 188). However, validity cannot be thought of in absolute terms. In other words, it is not feasible to consider an instrument to be either perfectly valid or completely invalid. Rather, it is best to determine the degree to which the instrument provides a valid measure of the construct it is intended to measure (Neuman, 2006). In this study, the construct under examination was nonprofit sport

organizational capacity. A valid measure of the construct was intended to be achieved through a rigorous selection process designed to choose organizations that best reflected each of the four capacity types. This selection process consisted of four steps.

In step one, a pool of nonprofit sport organizations in Canada was created by purposefully selecting organizations from internet websites. Nonprofit organizations that were situated in Canada and provided information on the internet about their missions, visions, goals, policies, and internal infrastructure were selected. An initial list of 40 nonprofit sport organizations in Canada was created. This list of 40 nonprofit sport organizations was then reduced to 20 nonprofit sport organizations by identifying five organizations that best demonstrated each of the four types of capacity in Stevens (2006) framework. Refer to Appendix C for the list of 20 nonprofit sport organizations generated in this step. This was done by categorizing which nonprofit sport organization best reflected the characteristics of each type of capacity. Each nonprofit sport organization's missions, visions, goals, policies, and internal infrastructure were examined to make this categorization. This list of 20 nonprofit sport organizations was based upon the researcher's judgement of what organizations best fit the characteristics of each capacity type.

In the second step, nonprofit sport experts were recruited to add greater credibility to the exemplar selection process and, as such, increase the construct validity of the survey. Expert sampling was utilized for this step of the exemplar process. Expert sampling involves gathering and eliciting the views of people with known experience and specialization in a specific area (Neuman, 2006). In this research, the area of expertise was the Canadian nonprofit sport sector.

The sport experts included individuals with a comprehensive understanding of, and lengthy involvement in, the Canadian nonprofit sport system. Individuals had to have ten or more years of experience within the Canadian nonprofit sport sector and work directly with organizational capacity issues. These criteria were applied in order to optimize expert insight into capacity. The expert sample was assembled by creating a list of potential experts in the nonprofit sports field. Individuals such as Presidents, Directors, and members of a Board of Directors for single sport and multi-service nonprofit sport organizations were considered. Once a list of nine experts was established, each person was contacted via email regarding their participation in the study. From the nine experts who were asked to participate in this study, a total of five (n=5) were interviewed; two in-person and three by telephone. Prior to an interview, the five sport experts were emailed a synopsis of the *Proposed Framework for the Analysis of Nonprofit Sport Organizational Capacity*, and the list of 20 potential nonprofit sport organizations generated in step one. Refer to Appendix D to review the synopsis of the proposed framework emailed to the five sport experts.

Experts were also contacted to confirm a time and date for the interview. Telephone interviews ranged in length from 20-25 minutes and in-person interviews took approximately 30 minutes each. Experts were asked to familiarize themselves with the four types of capacity proposed in the framework, and the 20 potential exemplars prior to the interview. During these interviews, the experts were asked to rank the fit between each organization and capacity type from strongest to weakest. Each interview utilized a semi-structured guide. Refer to Appendix E for the semi-structured interviewed guide. For each type of capacity experts were asked four questions concerning their opinion

regarding which nonprofit sport organization best represented that particular type. To ensure information on the capacity types was consistent across all interviewees, the sequence of questions was the same for all interviews.

In the third step, the experts' top two selections for each capacity type were placed in a table to distinguish similarities in choices (See Table 3). The final four exemplars were selected by determining which organization within each capacity type was selected most frequently by the experts. If there was a tie in the number of times an exemplar was selected, the organization which was ranked number one most often by the sport experts was chosen.

Following this procedure, the exemplars chosen for each of Stevens' (2006) capacity types were as followed:

Type I- Administerial Capacity, VANOC

Type II - Programmatical Capacity, Hockey Canada

Type III – Technical Capacity, CAC

Type IV – Managerial Capacity, OHA

This process of selecting and designating the four exemplars provide the researcher with strong support that the four organizations represent the characteristics of the four types of capacity. Therefore, if the survey produces scores reflecting the expert opinion, that is, the sample scores each organization as the capacity type the sport experts selected, the survey would provide a valid measure of assessing the four types of capacity in Stevens' framework.

In the final step, the NSOCS was piloted to three individuals who were different from the five experts stated above. These individuals worked within the Ontario nonprofit

Table 3- Expert Rankings of Organization Exemplars for Each Capacity Type

Nonprofit Sport Expert	Type I-Administerial Capacity	Type II-Programmatical Capacity
Expert 1.	1. VANOC 2. OFSAA	1. IOC 2. Canada Games Council
Expert 2.	1. VANOC 2. OFSAA	1. CCES 2. Hockey Canada
Expert 3.	1. VANOC 2. OFSAA	1. Hockey Canada 2. CCES
Expert 4.	1. VANOC 2. OFSAA	1. Hockey Canada 2. Canada Games Council (also CCES)
Expert 5.	1. Athletes CAN 2. VANOC	1. IOC 2. Canadian Olympic Committee
	Type III-Technical Capacity	Type IV-Managerial Capacity
Expert 1.	1. CAC 2. OMHA	1. Golf Association 2. OHA
Expert 2.	1. OMHA 2. CAC	1. OHA 2. Basketball Ontario
Expert 3.	1. GTHL 2. CAC	1. Basketball Ontario 2. Hockey Alberta
Expert 4.	1. CAC 2. Commonwealth Games of Canada	1. Basketball Ontario 2. OHA
Expert 5.	1. OMHA 2. OHF	1. OHA 2. Golf Association

sport sector. Discussions about the survey were done via email and telephone. The pilot respondents reviewed the survey on-line. Two of these individuals were experts within the Ontario nonprofit sport sector and the third was a planning consultant for community development in Ontario. The purpose of the pilot was to gain insight into how the survey could be enhanced to generate a high response rate. Moreover, the researcher wanted to ensure the pilot respondents clearly understood what items on the NSOCS were asking.

Overall, the measurement tool was well-received. The pilot respondents completed the survey in 14 to 18 minutes. In addition, the pilot respondents believed the items were clear and easy to understand, however, it was pointed out that the survey instructions were a bit lengthy. They claimed that survey instructions need to be straightforward and to the point, so that there is less reading for participants. Changes to the survey were made to reflect these comments. Specifically, the instructions were condensed in ways corresponding to the suggestions from the pilot respondents.

As stated above, the objective of this exemplar selection process was to establish construct validity. By using nonprofit sport experts to designate nonprofit sport organizations to the four types of capacity in Stevens' (2006) framework, it provides strong support that four nonprofit sport organizations reflect the characteristics of the four types of capacity. If the ten survey items are measuring what they intend to measure, that is, they are assessing the four types of capacity, survey respondents will score each of these four organizations as the types of capacity designated to them by the nonprofit sport experts.

NSOCS Application

This section will discuss the application process of the NSOCS. This section will concentrate on two components. The first component of this section will discuss the sample for this study and how this sample was constructed. In the second component of this section, the process on how the survey was distributed to the sample is discussed.

Sampling

The sample for this study consisted of nonprofit sport leaders across the province of Ontario. A nonprobability sampling approach, purposive sampling was utilized to construct the desired pool of participants. In purposive sampling, researchers sample with a defined purpose in mind, and usually have one or more predetermined groups from which they wish to seek information. The most important factor with purposive sampling is ensuring the participants meet the criteria of the group. This procedure is useful in situations where the researcher needs to reach a targeted sample quickly, and proportionality is not a major concern (Neuman, 2006).

Proportionality in this research was not a major concern; however, time and the sample size were important considerations. Given that there is a large pool of potential participants within Ontario's nonprofit sport sector, sampling with a predetermined purpose was an appropriate choice of action. The researcher distributed the survey to people with a strong understanding of the nonprofit sport sector because it was understood that capacity had become a focus within the nonprofit sport sector. People such as staff members and volunteer Board of Directors of nonprofit sport organizations were the target audience because these individuals have the greatest understanding of organizational operations.

The researcher distributed the survey to members within Ontario's provincial sport organizations (PSOs). As a guide, the researcher used the list of 55 PSO on the Provincial Sport Organizations Council of Ontario's website. Within each PSO, staff members and volunteer Board of Directors were given the survey. All contact information of these participants was publicly accessible via the internet-based organizational websites. Once a participant was selected, a telephone call informing them of the study was made. The telephone call also informed them that an email with a link to the survey would be sent to them. Attached to this email was the consent form/information letter that participants could view for further clarification on the research project. Refer to Appendix F for email invitation letter and consent form/information letter. The pool of participants created by this process represents a sample size of 180 ($n=180$). Out of these 180 respondents only 49 respondents ($n=49$) answered ten items to one of the four exemplars. From this pool of respondents, 36 ($n=36$) responded to the ten items for VANOC, 31 ($n=31$) responded to the ten items for Hockey Canada, 42 ($n=42$) responded to the ten items for the CAC, and 42 ($n=42$) responded to the ten items for the OHA.

After the sample of 55 PSO was exhausted, more responses were needed for statistical tests to have sufficient power to detect medium-to-large effects. In order to have sufficient power for one of the statistical tests, sample sizes for each of the four exemplars needed to be 34 or greater (Erdfelder, Faul, & Buchner, 1996). Therefore, the study sample was opened up to other nonprofit sport organization members within Ontario to increase the number of responses. Nonprofit sport organizations outside of the 55 PSO were selected. An internet search of other nonprofit sport organizations was

conducted, and then purposive sampling was conducted to select participants from these nonprofits. The same procedure was conducted with these participants as the 180 participants in the 55 PSO. This process increased the sample size to 488 (n=488) and achieved sample sizes of 34 or greater for each exemplar. For instance, total exemplar samples were 38 (n=38) for VANOC, 54 (n=54) for Hockey Canada, 50 (n=50) for the CAC, and 49 (n=49) for the OHA.

Survey Distribution

To distribute the NSOCS to the nonprofit sport leaders a subscription-based internet website, SurveyMonkey.com was used. SurveyMonkey.com is a user friendly survey software that enables individuals in creating professional on-line surveys. SurveyMonkey.com is a secure way of distributing surveys on-line that employs multiple layers of security to ensure user accounts and data remain private and secure. The company employs a third-party firm to conduct daily audits of their security. User data resides behind the latest in firewall and intrusion prevention technology. For this study, the researcher purchased extra protection called “SSL Encryption” so that the data were collected in a totally secure environment. SurveyMonkey.com does not use user data for its own purposes. The data collected are kept private and confidential. The company is located in the United States where all survey data is stored on their servers at SunGard. SunGard is a global leader in software and processing solutions for financial services, higher education, and the public sector. SurveyMonkey.com servers are kept in locked cages where entry requires a pass card and biometric recognition. These servers have digital surveillance equipment and are staffed at all times (Privacy Policy, 2008). All data were accessed via a user name and password. Once the study was over, all data on

SurveyMonkey.com were transferred to Dr. Stevens. Moreover, all data stored on SurveyMonkey.com servers were deleted upon membership termination (1 year).

Survey respondents accessed SurveyMonkey.com through an email link. This link was placed in the email where respondents could easily click on it and respond to the survey. Refer to Appendix F to view the survey link within the email for respondents. This email was sent to them after a telephone call was made to the respondent informing him/her of the research study.

Data Analysis

As previously stated in Chapter I, there are two main research objectives that guided this study. The first objective is to determine if the NSOCS provides a valid assessment of types of capacity of nonprofit sport organizations, and the second objective is to determine if the NSOCS is a reliable measure of nonprofit sport organizational capacity. The first objective is guided by a research question that states, does the NSOCS correctly categorize organizations into predicted types of capacity (e.g., Administerial, Programmatical, Technical, and Managerial)? To answer this research question, four hypotheses guided the analysis:

Hypothesis 1

A majority of nonprofit sport leaders will score VANOC as having an Administerial Capacity type.

Hypothesis 2

A majority of nonprofit sport leaders will score Hockey Canada as having a Programmatical Capacity type.

Hypothesis 3

A majority of nonprofit sport leaders will score the CAC as having a Technical Capacity type.

Hypothesis 4

A majority of nonprofit sport leaders will score the OHA as having a Managerial Capacity type.

To test these four hypotheses two statistical tests were conducted on the survey data: a Chi-Squared Goodness of Fit Test and a One tailed One Sample *t*-Test. These tests were conducted on data from each of the four exemplars used on the NSOCS. The following sections discuss these two statistical tests along with how the data were scored.

Scoring the Data

As previously stated, five of the survey items measured the dynamic dimension (short-term/long-term), and five measured the orientation dimension (outcome/process). Each type of capacity encompasses one capacity characteristic from each dimension. For example, Type I Administerial Capacity is outcome oriented and short-term focused; Type II Programmatical Capacity is outcome oriented and long-term focused, Type III Technical Capacity is process oriented and short-term focused, and Type IV Managerial Capacity is process oriented and long-term focused. The data analysis objective was to support the four hypotheses stated above. Moreover, the objective was to determine if the survey respondents' scores compared to the experts' designation of the four nonprofit sport organizations. For example, the objective for VANOC was to discover whether the sport leaders scored VANOC as having Type I-Administerial Capacity characteristics (short-term focus and outcome orientation).

To conduct the two statistical tests, mean scores were calculated from respondent's scores on the five items measuring the dynamic dimension, and the five items measuring the orientation dimension.

To what extent does (Name of Organization) focus upon the Short-Term OR Long-Term?

Short-Term OR Long-Term	Much Stronger Focus on Short-Term	Moderately Stronger focus on Short-Term	Slightly Stronger focus on Short-Term	Equally focuses on Short-Term & Long- Term	Slightly Stronger focus on Long-Term	Moderately Stronger focus on Long-Term	Much Stronger focus on Long-Term
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

These items were scored using a seven point rating scale with -3 being on the extreme left of the scale and a +3 on the extreme right of the scale. For example, the item viewed above would be scored as followed:

To what extent does (Name of Organization) focus upon the Short-Term OR Long-Term?

Short-Term OR Long-Term	Much Stronger Focus on Short-Term	Moderately Stronger focus on Short-Term	Slightly Stronger focus on Short-Term	Equally focuses on Short-Term & Long- Term	Slightly Stronger focus on Long-Term	Moderately Stronger focus on Long-Term	Much Stronger focus on Long-Term
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	-3	-2	-1	0	+1	+2	+3

When respondents select a category that they feel best characterizes the exemplar under investigation, it represents a positive or negative number value. These number values are the scores that were used to calculate the mean score for each dimension. The mean scores for each participant produced a positive or negative score that could range from -3 to +3. These positive and negative mean scores represented capacity characteristics for

each dimension. For the dynamic dimension, a positive value represented long-term focused and a negative value represented short-term focused. For the orientation dimension, a positive value represented an outcome orientation and a negative value represented a process orientation. How these mean scores were utilized to conduct the statistical tests are discussed in following sections

Chi-Squared Goodness of Fit Tests

The first test that was conducted on the data was the non-parametric test, the chi-squared goodness of fit test. When one wishes to fit a statistical model to observed data, s/he must determine how well the model actually reflects the data. In other words, how close are the observed values to those which would be expected under the fitted model? The chi-squared goodness of fit test is one statistical test that addresses this question (Moore, 1999).

Chi-squared goodness of fit tests were conducted on each of the four exemplars. These tests followed the same procedure as one another. However, they are separate chi-squared goodness of fit tests and should not be confused with one another. These two tests were called the chi-squared goodness of fit dynamic dimension test, and the chi-squared goodness of fit orientation dimension test. What follows is the procedure for the chi-squared goodness of fit dynamic dimension test. However, the same procedure applies for the chi-squared goodness of fit orientation dimension test; the only difference is the capacity characteristics that are under investigation.

The process to calculate the chi-squared goodness of fit dynamic dimension tests was determined in two steps. In step one, the same procedure to calculate the respondent's mean scores for the five items measuring the dynamic dimension was

conducted. This produced a positive or negative score for each respondent. In the dynamic dimension, a positive value represented long-term focused and a negative value represented short-term focused. In step two, each respondent's dynamic mean score were given a number value of either 1 or 2. For example, short-term focused was designated 1, and long-term focused was designated 2. This process occurred for every respondent who completed the ten items for the exemplar under investigation. These designated values of 1 and 2 were then counted to establish the observed frequencies for short-term and long-term focused. Once the observed frequencies were calculated for the exemplar under investigation, the chi-squared test was conducted. It was the goal of this test to determine whether the sample significantly scored each exemplar as the capacity characteristic designated to it by the nonprofit sport experts.

One Sample t-Tests

The second statistical test that was used to analyze the data was a One Tailed One-Sample *t*-Test. This test was used along both dimensions for each organization to determine if the sample accurately scored the predicted dimension characteristics for each organization. The one-sample *t*-test was used to calculate which capacity characteristics respondents scored each exemplar. To do this, a similar procedure as the chi-squared goodness of fit tests was conducted. The respondents mean scores for each dimension on each particular organization were calculated. These mean scores were then tested against the population mean of zero. These two dimension tests would determine if the sample significantly scored each exemplar as having the capacity characteristics designated to them by the nonprofit sport experts.

As stated above, four hypotheses are used to answer the first research question: Does the NSOCS correctly categorize organizations into predicted types of capacity [e.g., Administerial, Programmatical, Technical, and Managerial]? To find support for these four hypotheses the chi-squared goodness of fit test and one sample *t*-test was conducted on the NSOCS data. In the following chapter the results of the NSOCS data are discussed.

Chapter IV: Results

This chapter presents the results of statistical analysis conducted to answer the two research questions and four hypotheses. In the first section, the level of familiarity the respondents had with each of the four exemplars on the survey are discussed. This is followed by a section that is aimed at addressing research question 1: Does the NSOCS correctly categorize organizations into predicted types of capacity (e.g., Administerial, Programmatic, Technical, and Managerial)? In this section the chi-squared goodness of fit dimension test scores and the one sample *t*-test scores for each exemplar are presented. The third section addresses research question two: How reliable do the items in the NSOCS measure the dimensions in the capacity framework derived by Stevens (2006)? In this section, the reliability of the dynamic dimension scale and orientation dimension scale is provided. In the final section, survey respondents' comments on the open-ended survey evaluation question are discussed.

Level of Familiarity with Exemplars

The frequency scores of the 83 respondents' level of familiarity with each of the four exemplars are presented in Table 4. Respondents who reported a score of three or higher on their familiarity were permitted to answer the ten items to that particular exemplar. Results show that fewer than half of the respondents were considered familiar enough with VANOC, about two thirds of the respondents were considered familiar enough with Hockey Canada, and about half of the respondents were considered familiar enough with the CAC and OHA to provide useable data. Overall, levels of familiarity with the four exemplars used on the survey were low. This is evident considering the most frequent level of familiarity value for all four exemplars was three

Table 4

Sample's Level of Familiarity with Exemplars

Exemplar	Level of Familiarity Scores N=83						# of Respondents who gave a score of 3, 4, or 5	% of Respondents who gave a score of 3, 4, or 5
	1	2	3	4	5	Non		
	Do Not Know At All	Know Very Little	Know Somewhat	Know Well	Know Very Well	Response		
VANOC	20	23	24	8	6	2	38	45.78
Hockey Canada	6	23	30	13	11	0	54	65.06
Coaching Association of Canada	8	23	30	14	6	2	50	60.24
Ontario Hockey Association	17	16	30	15	4	1	49	59.04

Note: Respondents who scored a 3, 4, or 5 for an exemplar were permitted to answer the 10 survey items for that exemplar.

(Know Somewhat). Hockey Canada had the highest level of familiarity with only about two thirds of the respondents indicating they knew the organization “somewhat” “well” or “very well.” In the following section, research question one is addressed by presenting data that test hypotheses one through four.

Question 1: Does the NSOSC correctly categorize organizations into predicted types of capacity?

Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games (VANOC)

Experts classified VANOC as TYPE I, Administerial Capacity. Hypothesis one stated that a majority of nonprofit sport leaders will score VANOC as Type I, Administerial Capacity. The predicted scores for VANOC are negative scores in the dynamic dimension representing short-term focus and positive scores in the orientation dimension representing outcome oriented. Therefore, the assumption underpinning hypothesis one is that respondents will score VANOC short-term focused and outcome oriented.

Descriptive data for VANOC are reported in Table 5. Figure 3 illustrates the intersection of the two dimension scale mean scores and shows that the two means intersect in the Type I Administerial Capacity quadrant. These results support hypothesis one.

Exploring respondents scores a little further for VANOC, the chi-square dimension tests were examined to determine which capacity characteristic respondents scored VANOC. The chi-square dimension tests were used to see if the clustering of scores were short-term focused for the dynamic dimension, and outcome oriented for the

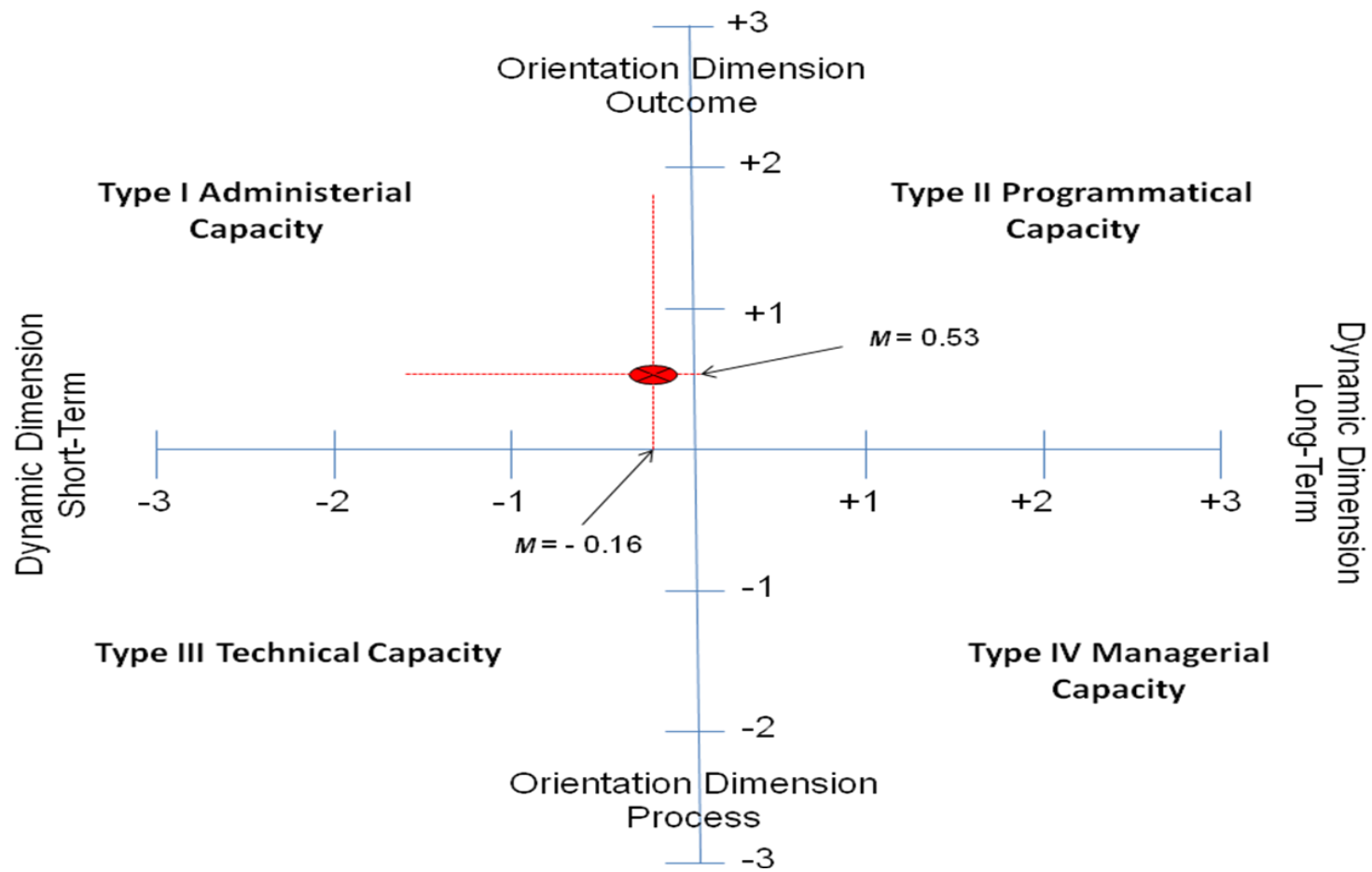
Table 5 Descriptive Statistics on VANOC's Ten Survey Items

VANOC N=38				
Survey items	<i>M</i>	<i>SD</i>	<i>Min</i>	<i>Max</i>
Dynamic Dimension				
Daily Activities/Mission	0.05	1.27	-3	3
Short-term/Long-term	-0.79	1.32	-3	2
Future/ Present Day	0.55	1.55	-3	3
Long-term issues/ current issues	-0.13	1.51	-3	3
Short-term Orientation/ Long-term Orientation	-0.50	1.27	-3	2
Dynamic Dimension Scale Mean	-0.16	0.87		
Orientation Dimension				
Outcome/Process	0.76	1.36	-3	3
Organizational Results/ Organizational Procedures	0.58	1.35	-2	3
Internal Activities/ External Outputs	-0.05	1.29	-2	3
Organizational Process/ Organizational Accomplishments	0.42	1.43	-3	3
Ends/ Means	0.95	1.29	-2	3
Orientation Dimension Scale Mean	0.53	0.77		

Note. Survey items used a 7 point Semantic Differential scale. Negative scores in the dynamic dimension represent short-term focus, while negative scores in the orientation dimension represent process focused.

Figure 3

Intersection of VANOC's Dimension Mean Scores



orientation dimension. Respondents did not score VANOC as short-term focused, but they did score VANOC as outcome oriented (See Table 6). The value of Φ for the chi-square goodness of fit orientation dimension test indicates that there was a large effect size.

The results of the one tailed one sample *t*-tests conducted for the dynamic and orientation dimension on VANOC's data are presented in Table 7. The one sample *t*-test for VANOC's dynamic dimension was not significantly different from zero, indicating that respondents did not consider VANOC as either short-term focused or long-term focused in its dynamic. However, the one sample *t*-test for the orientation dimension reveals the mean was positive, and significantly greater than zero indicating that respondents scored VANOC as outcome oriented. The value of *d* for the orientation dimension's one sample *t*-test indicates that there was a large effect size.

Overall, the statistical analyses reveal that respondents did not score VANOC consistently as the predicted capacity type. Although the descriptive data for VANOC illustrates that the two dimension scale mean scores intersect in the Type I Administerial Capacity quadrant, the results of the dimension statistical tests were not consistent. The chi-square dimension tests scores indicate that the respondents did not significantly score VANOC as short-term focused, but did score VANOC as outcome oriented. The one sample *t*-tests also revealed that respondents did not significantly score VANOC as short-term focused, but did score VANOC as outcome oriented. From these statistical analyses, hypothesis one was not supported. However, even though hypothesis one was not supported, respondents scored VANOC as the predicted orientation characteristic

Table 6

Chi-Square Tests for VANOC (N=38)

Dynamic Dimension Test						Φ <i>Effect Size</i>
Short-Term		Long-Term		χ^2	<i>P</i>	
Observed	Expected	Observed	Expected			
20	19	18	19			
Orientation Dimension Test						
Outcome		Process		χ^2	<i>P</i>	Φ <i>Effect Size</i>
Observed	Expected	Observed	Expected			
33	19	5	19			

Table 7

One Sample *t*-Tests for VANOC (*N*=38)

Capacity Dimension	<i>M</i>*	<i>SD</i>	<i>t</i>	<i>P</i> (One-tailed)	<i>d</i> Effect Size
Dynamic Dimension	-0.16	0.87	-1.16	0.127	
Orientation Dimension	0.53	0.77	4.26	.000	0.69

*For the Dynamic Dimension, positive values represent a long-term focus and negative values represent short-term focus. For the Orientation Dimension positive values represent outcome and negative values represent process.

(outcome). Therefore, the orientation dimension (outcome/process) items for VANOC were successful in measuring the intended construct.

Hockey Canada

Experts classified Hockey Canada as TYPE II, Programmatical Capacity as such it was hypothesized that a majority of nonprofit sport leaders will score Hockey Canada as having a Type II Programmatical Capacity type. Programmatical Capacity is characterized by positive scores in the dynamic dimension representing long-term focus and positive scores in the orientation dimension representing outcome oriented. Therefore, hypothesis two is premised upon the assumption that nonprofit sport leaders will score Hockey Canada as long-term focused and outcome oriented.

Descriptive statistics for Hockey Canada are presented in Table 8. Positive scores in the dynamic dimension represent long-term focus, while positive scores in the orientation dimension represent outcome oriented. Figure 4 illustrates the intersection of the two dimension scale mean scores and shows that the two means intersect in the Type II Programmatical Capacity quadrant. This result supports hypothesis two.

Exploring respondents scores a little further for Hockey Canada, the chi-square dimension tests were examined to determine which capacity characteristic respondents scored Hockey Canada. The chi-squared dimension tests were used to see if the clustering of scores were significantly long-term focused for the dynamic dimension, and outcome oriented for the orientation dimension (See Table 9). The results indicate that respondents did not score Hockey Canada as long-term focused, but they did score Hockey Canada as outcome oriented. The value of Φ for the orientation dimension test indicates that there was a medium effect size.

Table 8

Descriptive Statistics on Hockey Canada's Ten Survey Items

Hockey Canada N=54				
Survey items	M	SD	Min	Max
Dynamic Dimension				
Daily Activities/Mission	0.44	1.37	-3	3
Short-term/Long-term	0.19	1.32	-3	3
Future/ Present Day	0.28	1.35	-2	3
Long-term issues/ current issues	-0.17	1.36	-3	3
Short-term Orientation/ Long-term Orientation	0.02	1.19	-2	3
Dynamic Dimension	0.15	0.85		
Orientation Dimension				
Outcome/Process	0.46	1.41	-2	3
Organizational Results/ Organizational Procedures	0.61	1.47	-2	3
Internal Activities/ External Outputs	-0.20	1.27	-2	3
Organizational Process/ Organizational Accomplishments	0.76	1.33	-2	3
Ends/ Means	0.37	1.19	-2	3
Orientation Dimension	0.40	0.81		

Note. Survey items used a 7 point Semantic Differential scale. Negative scores in the dynamic dimension imply short-term focus, while negative scores in the orientation dimension imply process focused.

Figure 4

Intersection of Hockey Canada's Dimension Mean Scores

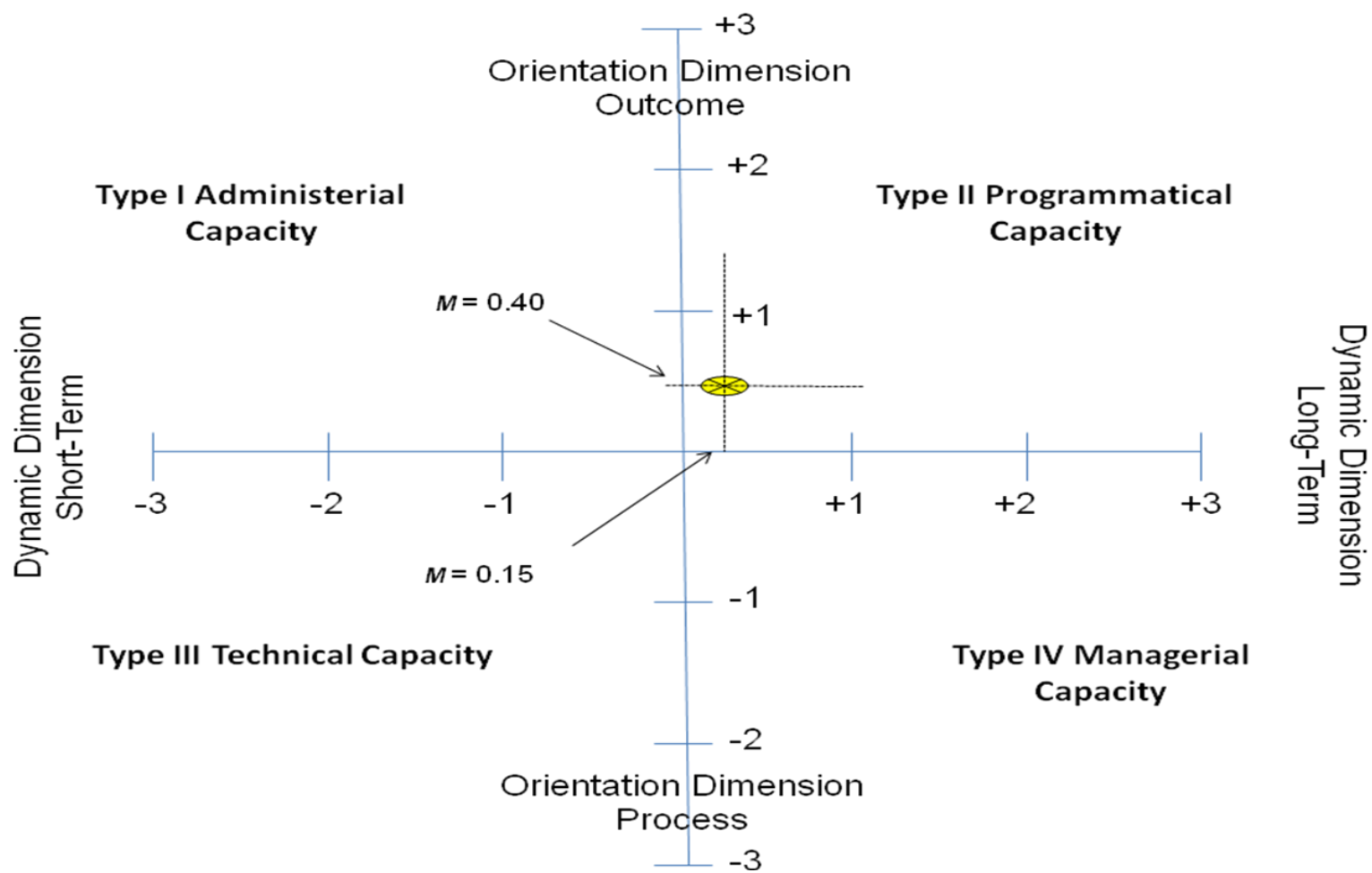


Table 9

Chi-Square Tests for Hockey Canada (N=54)

Dynamic Dimension Test						
Short-Term		Long-Term		χ^2	P	Φ Effect Size
Observed	Expected	Observed	Expected			
22	27	32	27	1.85	0.174	
Orientation Dimension Test						
Outcome		Process		χ^2	P	Φ Effect Size
Observed	Expected	Observed	Expected			
41	27	13	27	14.52	.000	0.52

Note: $df = 1$, for all chi-square tests.

Table 10

One Sample *t*-Tests for Hockey Canada (*N*=54)

Capacity Dimension	<i>M</i>	<i>SD</i>	<i>t</i>	<i>P</i>	<i>d</i> Effect Size
Dynamic Dimension	0.15	0.85	1.32	.097	
Orientation Dimension	0.40	0.81	3.62	.001	0.49

Note: *df* = 53 for one sample *t*-tests. Positive values represent long-term and negative values represent short-term for the Dynamic Dimension scores. Positive values represent outcome and negative values represent process for the Orientation Dimension scores.

The results of the one tailed one sample t -tests conducted for the dynamic and orientation dimension for Hockey Canada are presented in Table 10. Results show that Hockey Canada's dynamic dimension was not significantly different from zero, indicating that respondents did not consider Hockey Canada as either short-term focused or long-term focused in its dynamic. However, the one sample t -test for the orientation dimension reveals the mean was positive and significantly greater than zero indicating that respondents scored Hockey Canada as outcome oriented. The value of d for the orientation dimension test indicates a medium effect size.

Overall, the statistical analyses reveal that respondents did not score Hockey Canada consistently as the predicted capacity type. Although the descriptive data for Hockey Canada illustrates that the two dimension scale mean scores intersect in the Type II Programmatical Capacity quadrant, the results of the dimension statistical tests were not consistent. The chi-square dimension tests scores indicated that the respondents did not significantly score Hockey Canada as long-term focused, but did score Hockey Canada as outcome oriented. This was supported by the one sample t -tests which also revealed that respondents did not significantly score Hockey Canada as long-term focused, but did score Hockey Canada as outcome oriented. From these statistical analyses, hypothesis two was not supported. However, even though hypothesis two was not supported, respondents scored Hockey Canada as the predicted orientation characteristic (outcome). Therefore, the orientation dimension items for Hockey Canada were successful in measuring the intended construct.

Experts classified the CAC as TYPE III, Technical Capacity therefore it was hypothesized that a majority of nonprofit sport leaders will score the CAC as having a Type III Technical Capacity type. The predicted scores for the Technical Capacity type (and the CAC) are negative scores in the dynamic dimension representing short-term focus and negative scores in the orientation dimension representing process oriented, therefore the assumption underpinning hypothesis three is that survey respondents will score the CAC as short-term focused and process oriented.

Descriptive statistics for the CAC are presented in Table 11. Negative scores in the dynamic dimension represent short-term focus, while negative scores in the orientation dimension represent process oriented. Figure 5 illustrates the intersection of the two dimensions scale mean scores and shows that the two means intersect in the Type IV Managerial Capacity quadrant. This result does not support hypothesis three.

The chi-square goodness of fit tests conducted on data for the CAC are reported in Table 12. For the CAC's chi-square goodness of fit dimension tests, respondents scores on each one of the two dimensions were examined to determine if the clustering of scores were significantly short-term focus for the dynamic dimension, and process oriented for the orientation dimension. Respondents scored the CAC significantly long-term focused which is not the predicted capacity dynamic. The value of Φ indicates that there was a medium effect size. Moreover, respondents did not score the CAC significantly process oriented. These chi-squared test results are not promising since all three did not produce the predicted results. In addition, the results of the one tailed one sample *t*-tests (See

Table 11

Descriptive Statistics on the CAC's Ten Survey Items

CAC N=50				
Survey items	M	SD	Min	Max
<i>Dynamic Dimension</i>				
Daily Activities/Mission	0.20	1.46	-3	3
Short-term/Long-term	0.60	1.20	-3	3
Future/ Present Day	0.62	1.21	-3	3
Long-term issues/ current issues	0.30	1.22	-3	3
Short-term Orientation/ Long-term Orientation	0.12	1.00	-2	3
Dynamic Dimension	0.37	0.72		
<i>Orientation Dimension</i>				
Outcome/Process	-0.18	1.38	-3	2
Organizational Results/ Organizational Procedures	-0.40	1.29	-3	2
Internal Activities/ External Outputs	-0.10	1.10	-3	2
Organizational Process/ Organizational Accomplishments	-0.36	1.10	-3	3
Ends/ Means	-0.00	1.43	-3	2
Orientation Dimension	-0.21	0.64		

Note. Survey items used a 7 point Semantic Differential scale. Negative scores in the dynamic dimension imply short-term focus, while negative scores in the orientation dimension imply process focused.

Figure 5

Intersection of the CAC's Dimension Mean Scores

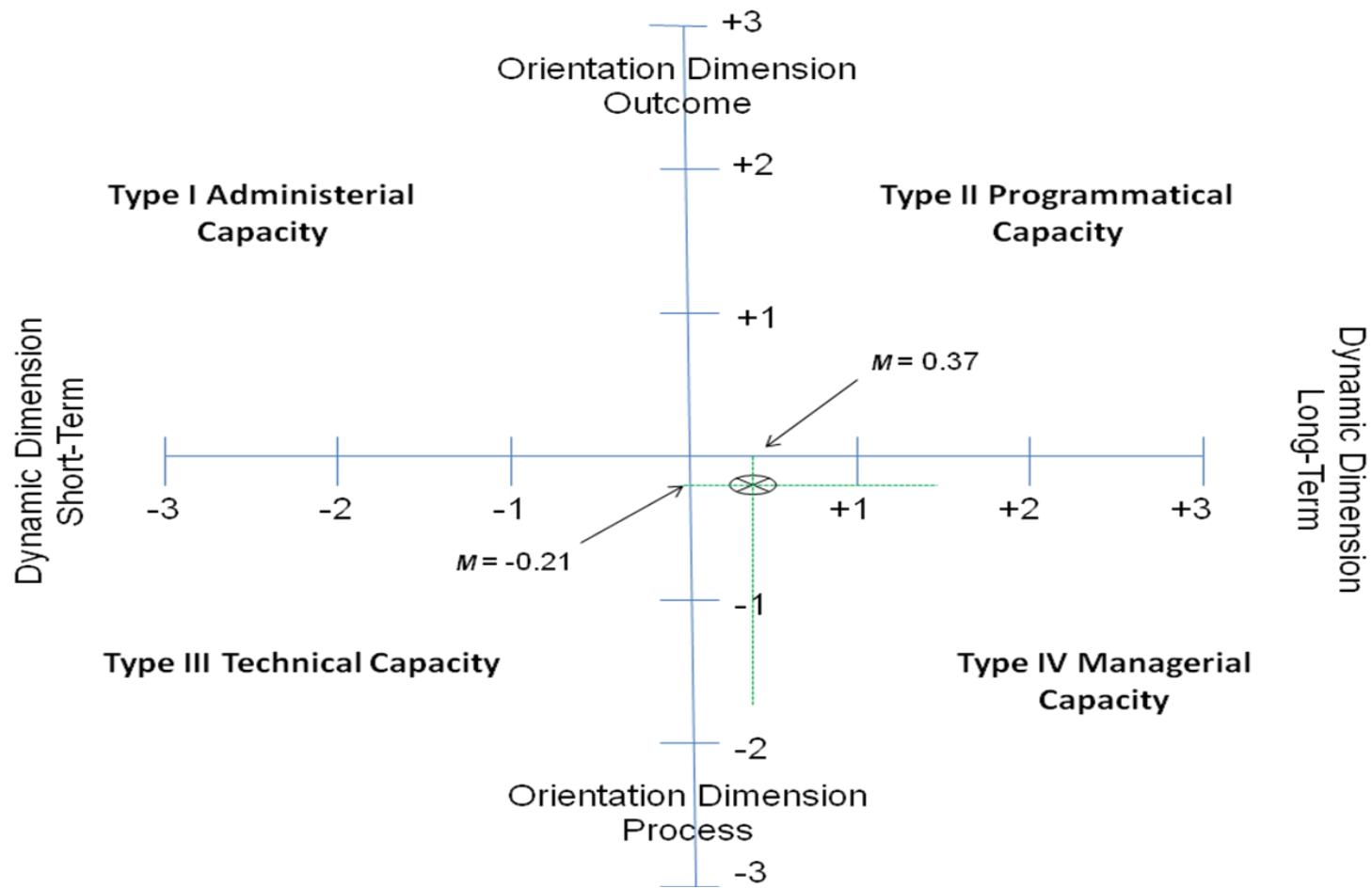


Table 12

Chi-Square Tests for the CAC (N=50)

Dynamic Dimension Test						
Short-Term		Long-Term		χ^2	P	Φ <i>Effect Size</i>
Observed	Expected	Observed	Expected			
11	25	39	25	15.68	.000	0.56
Orientation Dimension Test						
Outcome		Process				
Observed	Expected	Observed	Expected			
26	25	24	25	0.08	.777	

Note: $df=1$, for all chi-square tests.

Table 13) conducted for the dynamic and orientation dimension on the CAC's data revealed significant results for the dynamic dimension. However, respondents scored the CAC significantly long-term focused which is not the predicted capacity dynamic. The value of d for this test indicates that there was a medium effect size. The results of the one sample t -test for the CAC's orientation dimension were more promising. Results revealed that respondents scored the CAC significantly process oriented which is the predicted capacity orientation. The value of d for this test indicates that there was a small too modest effect size.

Overall, the statistical analyses reveal that respondents did not score the CAC as the predicted capacity type. The chi-square goodness of fit dynamic dimension test score indicated that the respondents significantly scored the CAC as long-term focused which is not the predicted capacity dynamic. In addition, the orientation chi-square goodness of fit test indicates that respondents did not significantly score the CAC as process oriented. The one tailed one sample t -test for the dynamic dimension revealed that respondents did not significantly score the CAC as the predicted short- term focused, but did significantly score the CAC as long-term focused. The only statistical test for the CAC that scored as predicted was the one sample t -test for the orientation dimension indicating that respondents scored the CAC as process oriented. From these statistical analyses, hypothesis three was not supported. Moreover, neither the items for the CAC's dynamic dimension or the orientation dimension were consistent in successfully measuring the intended construct.

Table 13

One Sample t-Tests for CAC (N=50)

Capacity Dimension	<i>M</i>	<i>SD</i>	<i>t</i>	<i>P</i>	<i>d</i> Effect Size
Dynamic Dimension	0.37	0.72	3.60	.001	0.52
Orientation Dimension	-0.21	0.64	-2.28	.013	-0.33

Note: $df=49$ for one sample t -tests. $P \leq .025$. Positive values represent long-term and negative values represent short-term for the Dynamic Dimension scores. Positive values represent outcome and negative values represent process for the Orientation Dimension scores.

Ontario Hockey Association

Experts classified the OHA as TYPE IV, Managerial Capacity as such it was hypothesized that a majority of nonprofit sport leaders will score the OHA as having a Type IV Managerial Capacity type. The predicted scores for the OHA are positive scores in the dynamic dimension representing long-term focus and negative scores in the orientation dimension representing process oriented, therefore hypothesis 4 is underpinned by the assumption that respondents will score the OHA as long-term focused and process oriented.

The descriptive statistics for the OHA is presented in Table 14. Positive scores in the dynamic dimension represent long-term focus, while negative scores in the orientation dimension represent process oriented. Figure 6 illustrates the intersection of the two dimension scale mean scores and shows that the two means intersect in the Type I Administerial Capacity quadrant. These results do not support hypothesis four. Exploring the data further, chi-square goodness of fit tests conducted on data for the OHA (See Table 15) revealed that the observed data was significantly lower than expected. Therefore, there were far too few respondents who reported the OHA as long-term focused and process oriented. Results indicated that respondents did not score the OHA significantly short-term or long-term focused. In addition, respondents scored the OHA significantly outcome oriented which is not the predicted capacity orientation. The value of Φ for this particular test indicates that there was a small to modest effect size. These chi-square test results did not support hypothesis 4.

Table 14

Descriptive Statistics on the OHA's Ten Survey Items

OHA N=49				
Survey items	M	SD	Min	Max
Dynamic Dimension				
Daily Activities/Mission	-0.35	1.18	-3	2
Short-term/Long-term	-0.61	1.17	-3	1
Future/ Present Day	-0.20	1.26	-3	3
Long-term issues/ current issues	-0.57	1.21	-3	2
Short-term Orientation/ Long-term Orientation	-0.51	1.08	-2	2
Dynamic Dimension	-0.45	0.77		
Orientation Dimension				
Outcome/Process	0.43	1.32	-3	3
Organizational Results/ Organizational Procedures	0.31	1.25	-3	3
Internal Activities/ External Outputs	-0.41	1.22	-2	3
Organizational Process/ Organizational Accomplishments	-0.08	1.29	-3	3
Ends/ Means	0.35	1.45	-3	3
Orientation Dimension	0.12	0.90		

Note. Survey items used a 7 point Semantic Differential scale. Negative scores in the dynamic dimension imply short-term focus, while negative scores in the orientation dimension imply process focused.

Figure 6

Intersection of the OHA's Dimension Mean Scores

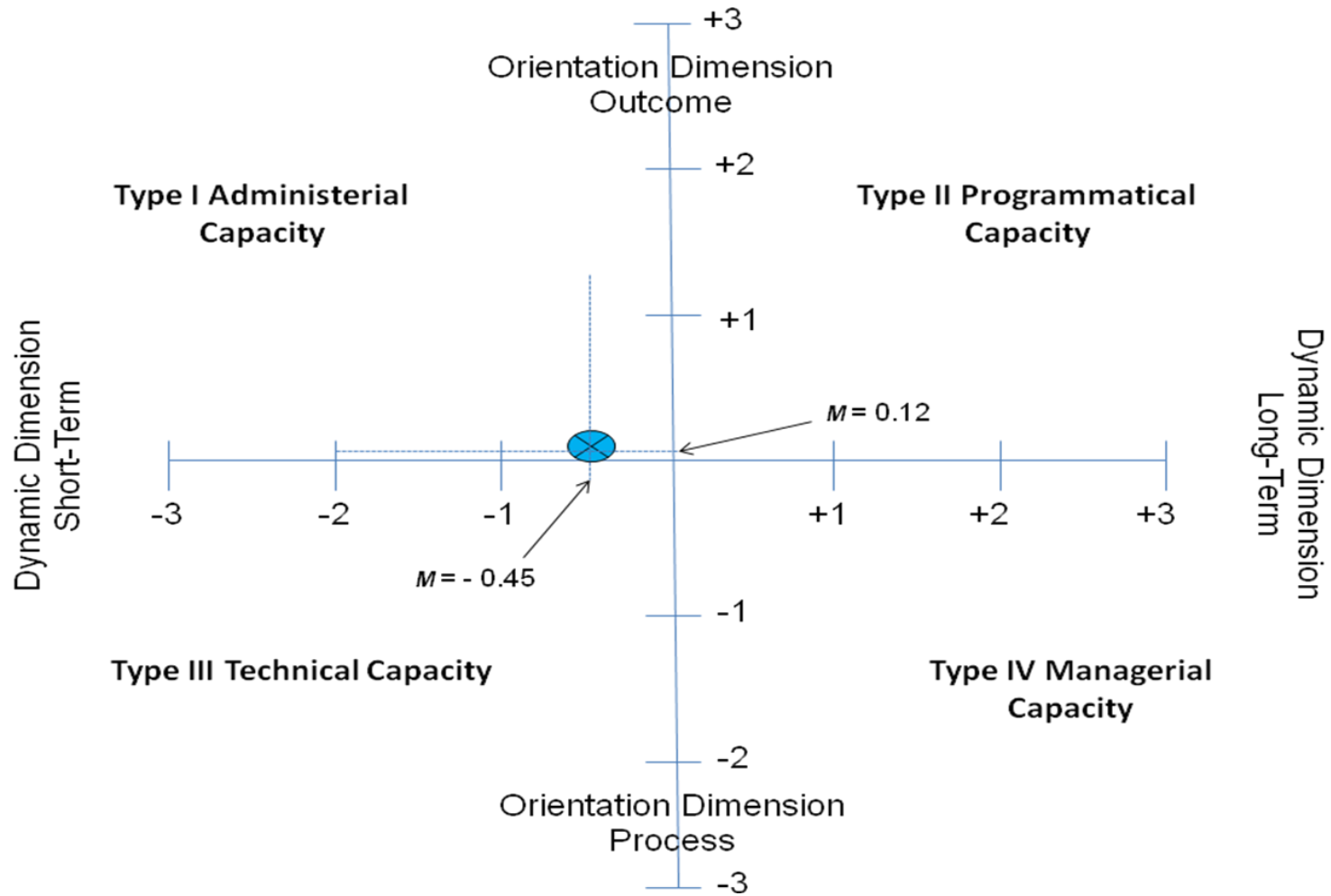


Table 15

Chi-Square Tests for the OHA (N=49)

Dynamic Dimension Test						
Short-Term		Long-Term		χ^2	P	Φ Effect Size
Observed	Expected	Observed	Expected			
30	24.50	19	24.50	2.47	.116	
Orientation Dimension Test						
Outcome		Process		χ^2	P	Φ Effect Size
Observed	Expected	Observed	Expected			
32	24.50	17	24.50	4.59	.032	0.31

Note: $df=1$, for all chi-square tests

Further, the results of the one tailed one sample *t*-tests conducted for the dynamic and orientation dimension on the OHA's data revealed the results for the OHA's dynamic dimension was significant (See Table 16). However, respondents scored the OHA significantly short-term focused which is not the predicted capacity dynamic. The value of *d* for this test indicates that there was a medium effect size. Furthermore, the one sample *t*-test for the OHA's orientation dimension also revealed that it was not significant, indicating that respondents did not score the OHA as either process or outcome oriented.

Overall, the statistical analyses revealed that respondents did not score the OHA as the predicted capacity type. The chi-square goodness of fit dimension tests scores revealed that the observed data was significantly lower than expected. Therefore, there were far too few respondents who reported the OHA as long-term focused and process oriented to support the hypothesis. In fact, the chi-squared goodness of fit orientation dimension test indicated that respondents scored the OHA as outcome focused which is not the predicted capacity orientation. The one sample *t*-test for the dynamic dimension revealed that respondents significantly scored the OHA as short-term focused which is not the predicted capacity dynamic. In addition, the one sample *t*-test for the orientation dimension indicated that respondents did not significantly score the OHA as process oriented. From these statistical analyses, hypothesis four was not supported. Moreover, neither the items for the OHA's dynamic dimension or the orientation dimension were consistent in successfully measuring the intended construct.

Table 16

One Sample t-Tests for OHA (N=49)

Capacity Dimension	<i>M</i>	<i>SD</i>	<i>t</i>	<i>P</i>	<i>d</i> Effect Size
Dynamic Dimension	-0.45	0.77	-4.10	.000	-0.58
Orientation Dimension	0.12	0.90	0.92	.181	

Note: $df = 48$ for one sample t -tests. Positive values represent long-term and negative values represent short-term for the Dynamic Dimension scores. Positive values represent outcome and negative values represent process for the Orientation Dimension scores.

A summary of the statistical analysis for the four exemplars is presented in Table 17. Hypotheses one through four were not supported. As such, the data upon which this study was based showed that the NSOCS was not able to correctly categorize organizations into predicted types of capacity (e.g., Administerial, Programmatical, Technical, and Managerial). Table 17 displays which tests produced significant predicted dimension results. The chi-square goodness of fit dynamic dimension tests revealed that only the CAC produced a significant test score. However, this score indicated that respondents significantly scored the CAC not as the predicted capacity dynamic. The chi-square goodness of fit orientation dimension tests revealed that respondents significantly scored three of the four exemplars. Respondents scored VANOC and Hockey Canada as their predicted capacity orientation, however respondents scored the OHA in the opposite capacity orientation. These chi-square goodness of fit test results indicated that respondents did not consistently score the four exemplars as the predicted dimension characteristics.

The one tailed one sample *t*-tests conducted across the two capacity dimensions indicated that respondents did not significantly score any of the exemplars in the predicted capacity dynamic. For example, significant scores were produced for the CAC and OHA. However, these scores indicated that respondents scored these two exemplars in the opposite capacity dynamic. For the one sample *t*-test scores for the orientation dimension, three of the four exemplars produced predicted capacity orientation. These exemplars were VANOC, Hockey Canada, and the CAC. Overall, items designed to measure the dynamic dimension did not produce predicted results on any of the four

Table 17

Summary of the Statistical Analysis for the Four Exemplars

Exemplar	Chi-Square Dimension Test Score		One Sample <i>t</i> -Test Scores	
	Dynamic Dimension	Orientation Dimension	Dynamic Dimension	Orientation Dimension
VANOC	X	√	X	√
Hockey Canada	X	√	X	√
CAC	<div>X</div>	X	<div>X</div>	√
OHA	X	<div>X</div>	<div>X</div>	X

Note: Check marks represent respondents significantly scored the exemplar in the predicted capacity type or capacity dimension. X represents respondents did not significantly score the exemplar in the predicted capacity type or capacity dimension.

X

 represents respondents significantly scored the exemplar not as the predicted capacity type or in the predicted capacity dimension.

exemplars. This indicated that they were not successful in measuring the intended construct. Items designed to measure the orientation dimension produced encouraging results with three of the four exemplars producing predicted results. This indicated that the items were successful in measuring the intended construct.

Question 2: How reliable do the items in the NSOCS measure the dimensions in the capacity framework derived by Stevens (2006)?

In research concerning survey development, an important goal is the development of instruments with high reliability (Janda, 1997). The reliability of the survey scales were examined using Cronbach's alpha coefficient across each exemplar's dimensions (represented by multi-item scales). Cronbach's alpha coefficient was used to determine if the scales in the NSOCS measure the dimensions in the capacity framework derived by Stevens (2006). Alpha coefficients on each exemplar's dimensions are reported in Table 18. Cronbach's alpha coefficient determines the internal consistency of items in a survey instrument to measure its reliability (Beebee, Harrison, Sharma, & Hedger, 2001; Kathryn & Silverberg, 1996). Alpha coefficients for the dynamic and orientation dimensions for each exemplar were low. The highest alpha coefficient was the OHA's orientation dimension. However, as revealed above, respondents scored the OHA not as predicted, scoring the OHA as outcome oriented. These alpha coefficients indicate that internal consistencies of the survey items were not satisfactory. Therefore, results of this study reveal that based on the sample of nonprofit sport leaders the NSOCS does not reliably measure the dimensions of the capacity framework developed by Stevens (2006).

Table 18

Exemplars Cronbach's Alpha Scores

Exemplar	Capacity Dimension	Cronbach's Alpha (α)
VANOC	Dynamic	0.608
	Orientation	0.489
Hockey Canada	Dynamic	0.642
	Orientation	0.577
CAC	Dynamic	0.537
	Orientation	0.380
OHA	Dynamic	0.664
	Orientation	0.724

Respondent's Open-Ended Survey Evaluation Responses

As discussed in Chapter III, 119 respondents accessed the online survey link. Out of these 119 respondents 83 were useable for statistical analysis because these respondents answered ten items for at least one exemplar. However, some of these respondents who did not answer ten items for at least one exemplar provided comments to the survey on the open-ended survey evaluation question. Out of these 119 respondents, 19 of them provided comments on the open-ended survey evaluation question. Of these comments, two common themes appeared: 1, Items difficult to answer due to low level of familiarity; and 2, Survey considered irrelevant to their “line of work.” Respondents who made comments on the survey are provided below:

Theme 1: Items difficult to answer due to low level of familiarity for theme one, respondents commented that the items on the survey were difficult given their low level of familiarity with the exemplars used. For example, respondents state:

- Some options of the 10 questions asked of each organization should have included ‘not aware.’ The questions were very specific and probably too challenging for someone not in the organization (PR 27). [Answered ten items on all four exemplars]
- Overall my knowledge of the Coaching Association of Canada, based on the nature of the questions intended for a respondent who gave a "somewhat knowledgeable" answer is low (PR 44). [Answered ten items on all four exemplars]

- I have no understanding of the type of questions asked of the Coaching Association, sorry I could not be of assistance (PR 69). [Answered ten items on Hockey Canada, the CAC, and the OHA]
- I don't feel I have adequate information or expertise to answer those questions (PR 80). [Answered ten items on Hockey Canada and the OHA]
- As you will see, I completed very, very few of the questions. If one is not conversant with for example, VANOC then how would you expect a person to answer the questions you have posed? The same goes for the Coaching Association of Canada. Without meaning to be difficult, I must tell you that I think this is a poorly constructed survey without explanation as to what type of information you are seeking (PR 86). [Did not answer ten items for any of the four exemplars]
- I found it difficult to comment on most of the questions. If you asked these questions of some of our active and involved people they would have a hard time replying. While I am aware of the organizations (several are either in the same building with us or we deal with constantly) I do not know their mission and how their committees/board and office function or what their goals are (PR 90). [Did not answer ten items for any of the four exemplars]
- Did not consider that slightly knowing an association should throw me into making decisions (PR 98). [Did not answer ten items for any of the four exemplars]
- I can see where you are trying to go with this survey however; unless you directly work with the organization it is impossible to give you an answer that could

provide valuable data. A lot of nonprofit work together and know the job, structure, and how one fits with the other in a working relationship but not to the extent these questions were asking. They focus a lot on organizational culture which is hard to know the truth for other organizations since it varies greatly from place to place. Perhaps you should ask more about one's own organizational culture to see where their values are then you can use the data for face value rather than a guess into what their office environment is like. As most organizations do not work close enough with either of those for me to give you an accurate picture into their daily work lives as I could for something I am surrounded in daily (PR 104). [Did not answer ten items for any of the four exemplars]

- Even though I may have familiarity with some of those groups, I don't follow them closely. Won't that skew the results (PR 116)? [Did not answer ten items for any of the four exemplars]

Comments such as these demonstrate that just below half of the 19 respondents who commented on the survey had a difficult time answering the questions given their lack of familiarity with the four exemplars. Theme 2: Survey considered irrelevant to their "line of work" For theme two, respondents commented on the irrelevance of the survey to their line of work within their nonprofit sport organization. For example, respondents comment;

- Pretty irrelevant to my involvement in sport. Usual focus on hockey (PR 77).
[Answered ten items on Hockey Canada and the OHA]
- I have no idea why you asked the questions you did and felt it was a waste of my

time (PR 78). [Answered ten items on Hockey Canada and the OHA]

- I see no purpose to this survey. You don't appear interested in capacity of other sports merely our knowledge of 4 organizations. I don't see any relevance to this (PR 72). [Answered ten items on the OHA]
- Very disappointed with the focus on the Hockey. Many other governing bodies that could have been used as a focus (PR 106). [Did not answer ten items for any of the four exemplars]
- I am a Martial Arts instructor, not necessarily training athletes to compete in the 2010 Vancouver Winter Games and am not involved in Hockey (PR 61).

[Answered ten items on Hockey Canada and the OHA] Not at all what I expected given the title (PR 53). [Answered ten items on the CAC and the OHA]

Statements such as these clearly indicate that certain respondents felt the survey to be irrelevant to their line of work within their nonprofit sport organization (the implications of this feedback from respondents on the NSOCS are discussed in Chapter V when consideration is given to the level of knowledge and expertise needed to assess organizational capacity and the “interconnectedness” between nonprofit sport organizations that has been explored in current research). Refer to Appendix G for all comments made on the open-ended survey evaluation question. This feedback from respondents provides support that the sample of respondents was not suitable for determining the validity and reliability of the NSOCS. The implications of this finding are discussed in the following chapter.

These results, along with, low Cronbach's alpha coefficient results indicate that the NSOCS has unsatisfactory internal consistencies among survey items and questionable validity. Consequently, these results suggest that the items used on the survey are not measuring well. Moreover, these results do not support the four hypotheses and indicate that the two research objectives were not achieved. The following chapter will discuss possible reasons for these survey results and conclude the thesis.

Chapter V: Discussion and Conclusion

The topic of organizational capacity and organizational capacity-building has gained importance among Canadian nonprofit sport organizations. The difficulty in the application of this construct lies with the divergent perspectives of those who have studied organizational capacity (Austin, 1994; Cook, 1998; Griffin, Reininger, Parra-Medina, Evans, Sanderson, & Vincent, 2005; Joffres, Heath, Farquharson, Barkhouse, Latter, & MacLean, 2004; Kelly, Baker, Williams, Nanney, & Haire-Joshu, 1998; Knutson, Miranda, & Washell, 2005; Letts, Ryan, & Grossman, 1999). Given the divergent perspectives in the organizational capacity literature, and considering organizational capacity-building entails increasing or strengthening the capabilities of an organization, an assessment or measure of organizational capacity is required. A capacity assessment tool may assist managers within nonprofit organizations by identifying the capabilities within their organization that need strengthening or improvement. Once managers of organizations identify the capabilities their organization need to strengthen, these managers can then begin the process of capacity-building by developing actions that improve capabilities.

The typology developed by Stevens (2006) may be a useful tool for building organizational capacity because it assists sport managers in evaluating types of capacity that best reflects their managerial approaches to building capacity. If sport managers understand the type of capacity that best fits their organization's managerial approaches to building capacity, they then can develop strategies that will effectively enhance their operations within the organization, and thus their organizational capacity. Consequently, the purpose of this quantitative research study was to develop a valid and reliable survey

to assess the type of capacity within a nonprofit sport organization. Specifically, NSOCS was designed to obtain information on all types (e.g., multi-sport, single sport, multi-service) of nonprofit sport organizations with respect to the long-term, short-term, outcome, and/or process focus of managerial approaches. More specifically, the NSOCS was developed as a means for categorizing nonprofit sport organizations into capacity types identified by Stevens.

Two main research objectives guided this study: 1) to determine if the NSOCS provides a valid assessment of types of capacity of nonprofit sport organizations; and 2) to determine if the NSOCS is a reliable measure of nonprofit sport organizational capacity.

The first objective was guided by the following research question:

- 3) Does the NSOCS correctly categorize organizations into predicted types of capacity (e.g., Administrative, Programmatic, Technical, and Managerial)?

The second objective, the assessment of reliability of the NSOCS focused on the following research question:

- 4) How reliable do the items in the NSOCS measure the dimensions in the capacity framework derived by Stevens (2006)?

In the following chapter, the results of the NSOCS are discussed as well as implications and limitations of study.

Discussion of Results

Results of the NSOCS show that none of the four exemplars produced expected results for both dimensions. In this section, these results are discussed in relation to

exemplars and construct validity, sample, and sample knowledge, and Stevens' (2006) *Proposed Framework for the Analysis of Capacity within Nonprofit Sport Organizations. Exemplars and Construct Validity*

The results revealed that none of the four exemplars produced expected results for all statistical tests. The results revealed that there was poor predictive validity of the NSOCS. That is, the four exemplars were not accurately classified into the hypothesized capacity type. At this stage in the development of the NSOCS, it is important to scrutinize the design procedures used to establish the validity of the survey instrument. The first step in the study was the identification of exemplars through a thorough exploration of the literature and recommendations of a panel of experts. Therefore, the exemplar selections and capacity type designation of the four exemplars were likely an issue. This draws attention to who the panel of experts were, and whether they were the appropriate choice to classify the organizations into Stevens' (2006) four types of capacity. The two exemplars that achieved the poorest scores on the two statistical tests, the CAC and OHA are discussed in this section to establish that exemplar selection and capacity type designation may have been a cause for poor survey results.

The CAC and OHA were designated by the panel of experts and by a review of the exemplars' missions, visions, strategies, and policies as having capacity characteristics of Type III Technical Capacity (CAC) and Type IV Managerial Capacity (OHA). Survey results indicated that the CAC scored as Type IV Managerial Capacity, and the OHA scored as Type I Administerial Capacity. Upon further review of the literature on these two nonprofit sport organizations, there is some evidence that supports

these nonprofit sport organizations encompassing characteristics of these types of capacity, and thus could be scored accordingly.

For instance, the CAC provides programs and services for coaches, parents, sport organizations, and other stakeholders in coach training and certification (Overview of CAC 1, 2008). Its mandate is to improve the effectiveness of coaching across all sport and at all levels of the sport system (Overview of CAC 2, 2008). From their core strategies, it is evident that they are long-term focused and process oriented. For example, here are three of nine core strategies that guide the CAC towards achieving its goals;

To update the methodology, content, and evaluation processes of the National Coaching Certification Program (NCCP), using a competency-based approach...

To impact coaching behaviours beyond the classroom, by establishing standards of ethical practice, requirements for recertification, and opportunities for coaches, athletes, and parents to access tools and advice... To support the Canadian Professional Coaches Association (CPCA) in fostering the profession of coaching, in particular by developing education programs that meet CPCA's professional standards in partnership with universities and national sport organizations (NSOs), and by promoting the value of professional coaching to enhance the contribution of volunteers. (Overview of CAC, 2008, par. 2)

This mandate emphasizes a long-term focus and process orientation. Furthermore, the CAC's new 2010 objectives maintain that the CAC will work together with its partners to "implement *continuous learning and development* opportunities" (Clear focus. Strong Partnerships. Outstanding Results, 2008, p. 1). These statements infer a long-term focus

and process orientation. As such, the detail reviewed to identify the CAC as Technical Capacity might not have been exhaustive. Given the nature of the dimensions that characterize each capacity type, employees and volunteer executives from the CAC would have been in the best position to assess their organization's organizational capacity.

The OHA was the only exemplar that did not achieve expected results for both dimensions. In fact, respondents scored the OHA in completely different capacity characteristics than was expected. Given both the contemporary literature, and the nonprofit sport expert's opinion, and considering the large literature supporting the premise of Type IV Managerial Capacity (Cairns, Harris, & Young, 2005; Letts, 2005; Brady & Davies, 2004; OECD, 2006; Jones, 2003; Kinsey & Raker III, 2003; Loza, 2004; Schacter, 2000), it was hypothesized that nonprofit sport leaders would score this exemplar as expected. However, since respondents scored the OHA as Administerial Capacity, it is again important to carefully consider who was in the best position to classify the OHA, and how the information was examined to identify the OHA as having a Managerial Capacity type.

The OHA may in fact have Type I Administerial Capacity characteristics. For example, the OHA is responsible for the administration of elite hockey within Ontario. Specifically, the administration of junior and senior hockey leagues within Ontario. This consists of Junior A through D leagues, and Ontario's Senior Semi-Professional league (Leagues, 2009). They are responsible for league sanctions, scheduling of games, organization of championships, financial matters, state of the game, league issues, and the

overall management of the leagues (OHA, 2009). From this perspective, the OHA is entirely focused on the outcome of leagues from year to year.

In addition, when considering an article about the OHA's 2009 Annual General Meeting it becomes clear that they focus on short-term initiatives. At the 2009 meeting, board members provided a supporting vote for a 2008 project entitled, *Tomorrow's Game*. This project examined improvement of the culture, infrastructure, on-ice, off-ice, and business applications of the operation of OHA teams. The program responded to the criticisms associated with the game at the junior level and is designed to create a better environment for players, while strongly addressing the poor image of the junior game (i.e., too violent). This program is set to commence in the 2010-2011 season and is expected to be completed in three years (OHA, 2009). This is a short-term initiative designed to improve the outcome of the games and leagues the OHA supports.

Similarly, the OHA's High Performance Hockey program is short-term focused and outcome oriented. This three day program is designed for elite junior hockey players around Ontario to take their game above their current level. Throughout the three days, players have the opportunity to converse with CHL coaches, and a list of guest speakers who are established members within the hockey world (Program Features, 2009). This program is a promotional tool for these young athletes to get recognized by central scouting, and university scouts. The program is also driven to encourage young athletes to take their on-ice performance to the next level. Moreover, the program is short-term as it only runs for three days, once a year. Through the examination of these two programs supported and run by the OHA, it is clear that the OHA has short-term focused and outcome oriented characteristics.

From the comments stated above it is clear that the CAC, and OHA encompass the characteristics of the types of capacity the survey respondents scored them on the NSOCS. From this, it is evident that a more thorough review of the details about each organization needs to be carried out to correctly classify them into a capacity type. In addition, it is critical to ensure that the panel of experts are in the best position to classify the organizations' type of organizational capacity.

Another important point to discuss with regards to exemplar and construct validity is the importance of who the panel of experts were and how they designated organizations into the four types of capacity. It might have been the case that the panel of experts used within this research study did not have the necessary expertise or knowledge in the nonprofit sport organizations used to test the NSOCS. For instance, the sport experts in this research included individuals with a comprehensive understanding of, and lengthy involvement in, the Canadian nonprofit sport system. Individuals had to have ten or more years of work experience (as paid staff and/or volunteer executives) within the Canadian nonprofit sport sector and work directly with organizational capacity issues. These criteria were applied in order to optimize expert insight into capacity. However, it is critical to appoint a panel of experts who have sufficient knowledge and expertise, not in organizational capacity issues, but in the nonprofit sport organizations the NSOCS is trying to assess. These experts must be individuals most immersed in, most competent in, or who most embodies the necessary knowledge in the nonprofit sport organizations used on the survey (Kitayama & Cohen, 2007). These experts should be individuals within the nonprofit organization the survey is trying to assess, or individuals who meet the criteria of an expert on the nonprofit organization. Therefore, it is crucial to determine which

specific criteria a panel of experts must possess in order to classify organizations into the four types of capacity, and use a panel of experts that embody the necessary knowledge in the nonprofit sport organizations used on the survey. Nonprofit sport experts outside of the organizations could not adequately determine the type of organizational capacity of the organizations selected for the study. They could only speculate based on their limited knowledge of these organizations' operations.

Sampling and Sample Knowledge

Given the poor results of the NSOCS, the low response rate, and low levels of familiarity with the four exemplars, it is important to examine the sampling procedure used within this research study. A nonprobability sampling approach, purposive sampling was utilized to construct the desired pool of participants. This sampling procedure was used because there is a large pool of potential participants within Ontario's nonprofit sport sector. Therefore, sampling with a predetermined purpose was seen as an appropriate choice of action. It was assumed by the researcher that individuals who actively work within the sport sector on a daily basis would have a greater understanding of organizational capacity since one of the pillars of the CSP (2002) is to enhance capacity in the Canadian amateur sport system. Results indicate that instead of focusing on individuals who allegedly have a great understanding of organizational capacity matters, individuals who have a great understanding of the nonprofit sport organizations should have been targeted. Even though this survey is about assessing types of capacity, the underlining purpose is not about organizational capacity matters. It is about classifying nonprofit sport organizations into a type of capacity. Therefore, individuals who know the nonprofit organization's internal systems, operations, and daily

activities would more accurately classify the nonprofit sport organization into its appropriate type of capacity, than those who know a lot about organizational capacity matters, but little about the nonprofit sport organization.

In addition, low response rates, low level of familiarity with the four exemplars, and respondents' comments on the open-ended survey evaluation question revealed that the survey respondents did not have the expected capacity and exemplar knowledge as predicted. Moreover, exemplar response rates indicate a high number of missing data. Beebee, Harrison, Sharma, and Hedger (2001) confirm that a high number of missing responses likely represents a lack of knowledge on the part of the respondents. It appears from the survey results that respondents had a lack of knowledge with the exemplars. Given the samples' status within the nonprofit sport sector, it was assumed that respondents would be working closely in capacity building matters and had knowledge of other nonprofit organizations within their sector. However, results reveal that this was not the case, and that the capacity literature was accurate in maintaining that the concept of capacity is an underdeveloped, abstract term (Griffin, Reininger, Parra-Medina, Evans, Sanderson, & Vincent, 2005; Joffres, Heath, Farquharson, Barkhouse, Latter, & MacLean, 2004; Kelly, Baker, Williams, Nanney, & Haire-Joshu, 1998; Cook, 1998; Knutson, Miranda, & Washell, 2005; Rickett, 2000; Kinsey & Raker, 2003; Connolly & Cady, 2003). These results suggest that the sample's knowledge of the exemplars used on the NSOCS is critical to obtaining predictive validity of the survey.

The assumption made by the researcher that employees and volunteers within the nonprofit sport sector work closely with other nonprofit sport organizations was incorrect. This assumption was based on the premise that the chosen sample either works

in the same building as two of the four exemplars, or would have had dealings with one of the exemplars at some point in their career. Also, statements by a Sport Matters employee indicates the sport community has become interconnected. Ian Bird (2008) stated on his blog page,

What was once a rather limited relationship between one branch department (Sport Canada) and a few dozen sport organizations now resembles a complex and interconnected web of relationships involving multiple departments and levels of government with literally thousands of not-for-profit sport organizations, charities, private foundations, private enterprise, and a highly specialized labour force. It seems to me that learning how to work together effectively across these different forms of organization-government departments, citizen-led sport associations, and private enterprises-will be a hallmark of success in how sport makes Canada a better place to live and to excel in the coming decades. (Bird Blog, 2008, p. 1)

Bird's statements seem to indicate that the chosen sample for this study would have knowledge of one of the four exemplars selected for this survey. However, the results of this research reveals that the nonprofit sport sector in Ontario may not be as interconnected as assumed.

Nonetheless, there has not been a lot of literature focused on, and written about, either the lack or the abundance of nonprofit sport organizations networking with one another. While some research addresses the nature and dynamics of partnerships within the amateur sport sector, namely private-public partnerships (Cousens, & Barnes, 2009; Barnes, Cousens, & MacLean, 2007; Cousens, Babiak, & Bradish, 2006), little work has

assessed the extent of networks within the sector. That is, little research indicates whether the magnitude of networking activities in the nonprofit sport sector is high or low, or whether the intensity of nonprofit sport organization partnerships is strong or weak.

On the other hand, there is literature focused on nonprofit organizations working together with the government, volunteer sector, and public sector. Nonprofits today are facing changes in their financial and operating environments. These transformations are due partly to increased competition between nonprofits and business to win contracts to deliver services. Saxon-Harrold and Heffron (1999) asserted “that many nonprofits are at a crossroad. The choice for nonprofits is to either become more market driven and competitive, or stay completely focused on their mission and risk being left behind in providing services and generating income” (p. 2).

Expectations in business have also changed. Canadians now expect corporations to be leaders in building communities and partners in a revised social contract (McKeown & Brown, 2003). As a result, partnerships between nonprofits and business are vital for community development (McKeown & Brown, 2003; Saxon-Harrold & Heffron, 1999). Though it is critical for nonprofits, businesses, and the government to work together to deliver services, it is not clear that nonprofit sport organizations are working closely together to deliver their programs. From the results of this study and the remarks of the respondents on the open-ended survey evaluation question, nonprofit sport organizations are not networking with one another. Instead, they are choosing to completely focus on their missions, which Saxon-Harrold and Heffron (1999) have argued puts them at risk of being left behind in providing services and generating income.

In examination of the results of the NSOCS, it is apparent that the sample must be knowledgeable about the exemplars used for the survey. This is critical for instrument validation. Sufficient knowledge by the sample about the aspects of the exemplars' internal systems is necessary. It cannot be assumed that employees and volunteers of nonprofit sport organizations within Ontario work closely with other employees and volunteers of nonprofit sport organizations. Therefore, it is crucial to develop a large sample of individuals who knows the exemplars well or very well in their level of familiarity.

Stevens' (2006) Proposed Framework for the Analysis of Capacity within Nonprofit Sport Organizations

It is important to state that due to design flaws in assessing the validity and reliability of the NSOCS it is difficult at this stage to argue that Stevens' proposed framework is not valid. Theoretically, Stevens' (2006) four types of capacity are supported within the capacity literature and therefore have face and content validity. However, given the nature of this research and trying to assess types of capacity within nonprofit sport organizations, research needs to be conducted on this framework to see whether it applies to all nonprofit sport organizations.

Stevens' framework was developed based on one organization where the aim was to deliver a successful local sport event with national participation in a specific time frame (Canada Games Council 2004b). A framework for this type of study cannot be developed based on interviews with leaders of one sport organization that is event-based and not typical for most nonprofit sport organizations which includes the types of organizations featured in this study as exemplars. Therefore, it can be

argued that using Stevens' framework may not have been appropriate for the type of study conducted. Further discussion on Stevens' framework is discussed in the limitations section.

Implications

In this section three topics are discussed. The first topic, implication for practice will address how this research study can be used by sport managers. Topic two, implication for theory discusses how the findings have extended our knowledge about Stevens' (2006) proposed framework. Topic three, implications for research discusses what future research needs to be conducted to develop a reliable and valid measure of types of capacity. Moreover, it discusses what research on types of capacity needs to be done after a measurement tool is validated.

Implication for Practice

The divergent perspectives of the concept, organizational capacity, makes it difficult for sport managers to move beyond an abstract understanding of capacity towards a more definite and practical view that can be utilized to establish more effective means for enhancing capacity. Consequently, one of the aims of this quantitative research study was to help sport managers better understand the concept of organizational capacity by assessing types of capacity within a conceptual framework. Though the research study failed to produce a reliable and valid measurement tool of types of capacity, it does offer preliminary insight into the development towards achieving a reliable and valid tool for assessing types of nonprofit sport organizational capacity. It also provides interesting insight into what capacity entails by organizing the all-encompassing literature into an easy to understand framework. In addition, it sets the stage for future researchers to build

upon this survey development process to achieve a reliable and valid capacity measuring tool.

Sport managers can use this research to better understand which type of capacity best describes their nonprofit organization, by understanding what their managerial approaches focus on with respect to the frameworks' two dimensions. Once sport managers understand what their managerial approaches focus on, they can then begin to identify strategies that effectively enhance their managerial approaches. Moreover, once they identify which type of capacity characterizes their organization they can then determine whether that type of capacity is ideal given their organizations purpose, environment, and operations.

Results of the study suggest that nonprofit sport organizations are not as interconnected as they should be. In order to provide state-of-the-art services and generate income, nonprofit sport organizations need to focus on working with one another and not completely focus on their own missions (Saxon-Harrold and Heffron, 1999). Therefore, sport managers should concentrate on networking and working with other nonprofit organizations within their sector in delivering services and developing communities. This will enable them to perform more effectively and enhance their own organizational capacity.

Implication for Theory

The theoretical foundation of this study was the framework developed by Stevens' (2006). Stevens' examination of capacity perceptions of individuals within the 2005 CSGHS indicated two main dimensions -dynamic and orientation- that served as a basis for a two by two framework of organizational capacity. The two dimensions

proposed are an 'Orientation Dimension' and a 'Dynamic Dimension' and the four types of capacity are Type I - Administerial Capacity, Type II - Programmatical Capacity, Type III-Technical Capacity, and Type IV- Managerial Capacity. Stevens proposed framework considered nonprofit sport organization's managerial approaches to determine which type of capacity the nonprofit classifies as. To do this, four main characteristics of managerial approaches; short-term, long-term, outcome, and process are focused on to make the classification. As discussed earlier, due to design flaws in assessing the validity and reliability of the NSOCS it is difficult at this stage to argue that Stevens proposed framework is not valid. Theoretically, Stevens' (2006) four types of capacity are supported within the capacity literature and therefore has face and content validity. However, given the nature of this research it can be argued that using Stevens' framework may not have been appropriate for the type of study conducted.

This research has extended our knowledge on Stevens' (2006) proposed framework. From this research it is certain that when assessing Stevens' four types of capacity, knowledge of capacity, and knowledge of nonprofit sport organizations is the most important aspect. Therefore, when discussing capacity, or the assessment of capacity, organizational knowledge is crucial. Furthermore, to understand and enhance one's capacity, one must be knowledgeable of the organization's internal systems, operations, and daily activities.

Implication of Study

Reflecting on the entire research process, there are three areas where this research could be improved upon: (a), exemplar selection (b), sample construction and (c) research strategy. With these improvements, internal consistency between items could be greater,

and expected exemplar results could be achieved. Future research should explore improvements in these three topics; however, some preliminary thoughts on how these three areas can be improved are provided below.

The first recommendation for future research, exemplar selection, should utilize a more rigorous exemplar selection process. If the same survey format is going to be used then it is imperative that the exemplars selected accurately represent the four types of capacity. Therefore, attention needs to be on who the panel of experts are, how they are selecting the exemplars, and the kind of information provided to them about the nonprofit sport organizations.

When deciding on who the panel of experts are, the researcher must pay attention to the criteria of the panel of experts. It is critical to appoint a panel of experts who have sufficient knowledge and expertise, not in organizational capacity issues, but in the nonprofit sport organizations the survey is trying to assess. These experts must be individuals most immersed in, most competent in, or who most embodies the necessary knowledge in the nonprofit sport organizations used on the survey (Kitayama & Cohen, 2007). Therefore, the panel of experts should have at least ten years experience with the nonprofit sport organizations, they must have held positions of authority to make decisions within these nonprofits, and must understand the internal systems, operations, and daily activities of the organizations.

If the same research strategy is going to be used then it is evident that a more thorough review of the details about each organization needs to be carried out to correctly classify them into a capacity type. In addition, it is critical to ensure that the panel of experts review all of the information to be able to accurately judge which type the

organization represents. Therefore, more detailed information needs to be given to the panel of experts in order for them to accurately classify each nonprofit sport organization.

The second recommendation, sample construction, could utilize a different sample method. It is recommended that future researchers utilize a random sample of participants within each of the four nonprofit sport organizations. If the nonprofit sport organizations used on the survey do not have a lot of members involved within the organization then the survey can be handed out to all employees and volunteers. This is an important consideration because present results reveal that the chosen sample was not entirely knowledgeable about the exemplars selected. It is important to survey individuals who know the organization “know well” or “know very well” on their level of familiarity. These individuals would be able to answer more reliably than those who do not know the organization at all, very little, or somewhat. The results of the study indicate that the types of questions asked on the survey may be more accurately answered by individuals within the nonprofit sport organization used on the survey. Therefore, surveys need to be filled out by these individuals.

The third recommendation for future research and the recommendation that is of highest regard is research strategy. Before attempting to develop a tool that assesses organizational capacity one must explore the topic of organizational capacity and organizational capacity-building further. Given the lack of research on organizational capacity as stated in the review of literature chapter, the first step to successfully assess capacity is to increase the understanding of the construct. The second step is conducting empirical research on McKinsey and Company’s research (2001). It is unknown at this point in time whether McKinsey and Company’s framework and assessment grid are

practical and useful ways to understand and identify their capacity-building needs. Their assessment grid has not been tested within nonprofit organizations and needs to be conducted to identify which topics should be explored in nonprofit organizational capacity-building.

The third step is conducting research on the organizational capacity needs, issues, challenges, and organizational capacity-building strategies of typical nonprofit sport organizations. This should have been the starting point of this research and therefore, needs to be carried out. It is recommended that research be conducted on a sample of several typical nonprofit sport organizations to see similarities in capacity types and characteristics. Once there is an understanding of how nonprofit sport organizations understand organizational capacity, a typological framework can be developed that represents a sample of nonprofit sport organizations. As soon as a typological framework is developed that accurately represents a sample of typical nonprofit sport organizations, one can then begin to develop a survey that assesses that framework.

When developing a survey to assess a typological framework, one should incorporate a case study methodology into the survey development process. This design strategy involves four steps. Step one, conducting a factor analysis on each scale within the survey to confirm that the scales are measuring the dimensions. This may mean developing more items to see which ones accurately measure the two dimensions. Step two, selecting multiple case studies within the nonprofit sport sector. These case studies would be used as your exemplar on the survey. Step three, determining from a panel of experts (2-3) who work with, or have worked with the organization within the case study which type of capacity their organization classify as. This can be done by administering a

focus group with these experts to see what their thoughts are on which capacity type they feel their organization represents. Step four, administering the survey to other employees within the case (staff members or volunteers).

This research strategy would minimize the issue around accurate capacity type classification since the panel of experts would be designating a type of capacity to their own nonprofit sport organization. This strategy would also eliminate low levels of familiarity with exemplars, since respondents would be answering questions concerning their own nonprofit sport organization. This research strategy would provide greater insight into what nonprofit sport organizations understand as capacity by observing what experts are saying about capacity in the focus group. Most importantly, this research strategy seems to address the major issues stated above with the current research.

Once a valid measurement tool is constructed, research needs to focus on two critical topics. The first research topic is determining whether there is an ideal capacity type nonprofit sport organizations should strive to encompass. For instance, a good research question would be, “within the proposed framework is there one type of capacity that more effectively enhances nonprofit sport organizations capacity?” If it is true that one type of capacity is the ideal type, sport managers will then be able to adjust their managerial approaches to incorporate the characteristics of that ideal type of capacity, and thus enhance their capacity.

The second research topic is conducting research on developing strategies that can be used to enhance nonprofit sport organizations in each type of capacity. If it is found in topic one that there is an ideal capacity type, then research needs to be conducted on which strategies can be utilized to effectively enhance the operations of that ideal type of

capacity. However, if it is found in topic one that there is not an ideal type of capacity, and that all types of capacity are equal, then research needs to be done on discovering strategies sport managers can use to enhance each type of capacity.

Once these two research topics are conducted, sport managers will then be able to: 1) use a measurement tool within their organization to classify which type of capacity their managerial operations focus; 2) determine which type of capacity is ideal for their nonprofit sport organization to operate; and 3) have strategies that they could use to help enhance their type of capacity.

Limitations of Study

In this research study an online tool was developed to assess a proposed framework developed from previous literature. A successful construction of a measuring tool will enable practitioners to determine which type of capacity their nonprofit sport organization is, and certain strategies that will assist in enhancing the capacity of their organization. Three limitations that came with this research that should be addressed are: (a) online distribution of the survey, (b) knowledge of sample, (c) sampling, and (d) Stevens' (2006) *Proposed Framework for the Analysis of Capacity within Nonprofit Sport Organizations*.

The first limitation, the use of an online survey presented the challenge of receiving high response rates. The online survey was used because it is an effective tool to distribute a large number of surveys quickly and efficiently (Bachmann & Elfrink, 1996; Garton, Haythornthwaite & Wellman 1999; Taylor, 2000; Yun & Trumbo, 2000). However, a number of challenges arise with the use of online surveys. In this study, the major challenge of the online survey was getting respondents to open the email to take

part in the research. Wright (2004) explained that participants using email invitations for surveys may be deleted because they get numerous advertisements in their inbox.

Similarly, respondents could have had trust issues related to an email source. Today, with email, people can easily communicate around the world. Yet, as part of this, viruses are rampant, and people who are not familiar with the email sender, may delete the email in fear that opening the email may cause a computer to crash. Holbrook, Farrar, and Popkin (2006) argued, “respondents are likely to cooperate with interviewers by participating in surveys, providing complete responses, and being willing to answer sensitive questions to the extent to which they trust the sponsor of a survey and the interviewer conducting the survey” (p. 784). Although the researcher tried to minimize trust issues with the email source by calling respondents before each email was sent, a well trusted relationship was not established. Most of the telephone calls went straight to voice mail, creating the possibility that the message was not heard. In one case a respondent was called three times, but even this level of direct and personal contact may have failed to reach a trust threshold to overcome respondent resistance.

To overcome this trust issue with respondents, conducting a case study methodology, as discussed above would eliminate this limitation. Within the case study, members of the organization would be aware that research is being done on their nonprofit sport organization and therefore would be aware that a survey would be emailed to them.

The second limitation, knowledge of sample, has already been discussed above. However, it is important to reiterate that the researcher placed too much trust in the fact that nonprofit organizations are rich in the concept of capacity, as well as being well-

versed with other nonprofit sport organizations. In addition, since the Canadian Sport Policy underlined the importance of enhancing the capacity of the Canadian Amateur Sport System by 2012 it was expected that respondents would be interested in this research. However, some of the open-ended survey evaluation responses indicated that they felt the survey irrelevant to their work and capacity.

Kolar and Kolar (2008) argued that a participant's actual decision to cooperate is dependent on two prerequisites: available time and interest in topic. They claimed, "surveys are valuable if they contribute to practical improvements and if they stimulate thinking among those that are interviewed" (p. 372). Trying to convince respondents of the practicality of the research was a challenge. Respondents could not understand the fact that the survey on the four exemplars was not part of the generation of a "report" in any way. Therefore, the respondents thought the analysis of those four nonprofits had no relevance to their own nonprofit organization. Future researchers should follow the research strategy (case study methodology) discussed above to eliminate this limitation. Individuals would be responding to questions pertaining to their own nonprofit sport organization and therefore could feel that the research survey has more relevance to their line of work.

The third limitation, sampling affected the sample size and sample knowledge. This has been discussed above however, it is important to reiterate that the sample process of the research study significantly impacted the results of this study. Low response rate were in large part due to low levels of familiarity with the four exemplars, and a cause for poor survey results was a result of individuals filling out the survey who were not knowledgeable enough to answer the questions on the survey. If the objectives

are to design a survey that can correctly classify organizations into a type of capacity, then individuals who are knowledgeable about the organization being classified should fill out the survey. For example, hockey employees and volunteers should have been sampled for the OHA and Hockey Canada. Olympic employees and volunteers should have been sampled for VANOC, and coaches should have been sampled for the CAC. Future researchers should design a sampling procedure that ensures that experts of the nonprofit sport organizations used on the survey are sampled.

The fourth limitation, Stevens' (2006) *Proposed Framework for the Analysis of Capacity within Nonprofit Sport Organizations* is an important limitation to discuss with regards to this study. Before attempting to assess Stevens' framework, research should have been done on the framework first. In Deville (2003) the first recommended step for scale development is to clearly determine what construct the scale will measure. As stated above, Stevens' framework was developed based on one organization that was not typical of most nonprofit sport organizations. Therefore, before any attempt to assess Stevens' framework, research should have been done to see whether the framework applies to all nonprofit sport organizations. If the framework does not apply to all nonprofit sport organizations then any attempt to assess that framework would fail. It can be argued that nonprofit sport organizations (single sport, multi-sport, or multi-service) do not classify capacity as the types of capacity in Stevens' framework and as a result, affected the outcome of the research study.

Concluding Statement

This quantitative research study offers a preliminary development towards achieving a reliable and valid tool for assessing types of nonprofit sport organizational

capacity. This research provides interesting insight into what capacity means by organizing the all-encompassing literature into an easy to understand framework. In addition, it sets the stage for future researchers to build upon this survey development process to achieve a reliable and valid capacity measuring tool. Future research on the development of this survey should focus on the three areas of improvement stated in the implications of study section: (a), exemplar selection (b), sample construction and (c) research strategy. With these improvements, internal consistency between items could be greater, and expected survey results could be achieved.

Even though survey results were not promising, they are preliminary and should be interpreted cautiously. The need for further research on the development of this scale is evident. However, keep in mind the potential for future research on capacity if a valid measurement tool is constructed. First, research needs to be conducted on the framework to determine if there is an ideal type of capacity nonprofit sport organizations should strive to encompass. Second, research needs to be conducted on determining strategies that can be used to enhance nonprofit sport organizations in each type of capacity. Once these two research topics are conducted, sport managers will have all the necessary tools to effectively enhance the capacity of their nonprofit sport organization. For instance, sport managers would be able to classify their organization into a type of capacity using the measurement tool. They can then use the information from the first research topic to determine which type of capacity is ideal for their nonprofit sport organization to operate as, and then use the strategies from research topic two to help enhance their type of capacity.

To finish, I would like to refer you to an earlier quotation by Ebrahim (2003), who stated “the last and most universal lesson is that the wise nonprofit manager takes a long-term view. Almost everything about building capacity in nonprofits and in for-profit companies takes longer and is more complicated than one would expect...There are few quick fixes when it comes to building capacity...” (pg. 6-7). The same can be said about researching organizational capacity. Almost everything about organizational capacity is more complicated than one would expect. Researchers must take a long-term approach when trying to assess and discover the meaning of this construct. So be wise and conduct your research with a long-term focused and process orientation.

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Appendix A
Capacity Characteristic Terms for each Item

Capacity Type Characteristic Dimension	Survey Item Number
<p>Short-Term/Long-Term <i>How items are measured on the survey:</i> (-3).....(+3) Reversed scored items</p> <p>1. (-3) Daily Activities / (+3) Mission</p> <p>3. (-3) Short-Term Item / (+3) Long-Term Item</p> <p>5. (+3) Short-Term Item / (-3) Long-Term Item</p> <p>9. (+3) Short-Term Item / (-3) Long-Term Item</p> <p>10. (-3) Short-Term Item / (+3) Long-Term Item</p>	<p>Associated terms for capacity characteristics Short-Term/Long-Term</p> <p>1. Daily Activities/Mission</p> <p>3. Short-Term/Long-Term</p> <p>5. Present Day/Future</p> <p>9. Current Issues/Long-Term Issues</p> <p>10. Short-Term Orientation/Long-Term Orientation</p>
<p>Outcome/Process <i>How items are measured on the survey:</i> (-3).....(+3) Reversed scored items</p> <p>2. (-3) Outcome Item / (+3) Processes Item</p> <p>4. (-3) Outcome Item / (+3) Processes Item</p> <p>6. (+3) Outcome Item / (-3) Processes Item</p> <p>7. (+3) Outcome Item / (-3) Processes Item</p> <p>8. (-3) Outcome Item / (+3) Processes Item</p>	<p>Associated terms for capacity characteristics Outcome/Process</p> <p>2. Outcomes/Processes</p> <p>4. Organizational Results/Organizational Procedures</p> <p>6. External Outputs/ Internal Activities</p> <p>7. Organizational Accomplishments/Organizational Processes</p> <p>8. Ends/Mean</p>

Appendix B

Nonprofit Sport Organizational Capacity Survey

Page 1: Participant Demographics

FREE DRAW FOR ALL PARTICIPANTS

If you would like to be entered into a \$300 draw for a donation to your Non-Profit Sport Organization, please provide your name, email, and organization name at the end of the survey.

1. Years Involved in sport industry (employed & volunteer)

For-Profit Sector	# of years
Non-For-Profit Sector	# of years
Public Sector	# of years
Total	# of years

2. Gender F ☐ M ☐

3. Date of Birth (M/D/Y)

Page 2: Survey Introduction

On the following page you will be asked to answer 10 questions. Each question contains two opposing capacity characteristics such as “Short-Term” and “Long-Term.” For each question please choose the characteristic that you believe best describes the organization.

Here is an example of the type of question you will be asked.

1. To what extent does (Name of Organization) focus upon the Short-Term OR Long-Term?

Short-Term OR Long-Term	Much Stronger Focus on Short-Term	Moderately Stronger focus on Short-Term	Slightly Stronger focus on Short-Term	Equally focuses on Short-Term & Long- Term	Slightly Stronger focus on Long-Term	Moderately Stronger focus on Long-Term	Much Stronger focus on Long-Term
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Page 3: Level of Familiarity with VANOC

Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games (VANOC)

1. Please Rate your level of familiarity with VANOC

- ☐ Do Not Know At All
- ☐ Know Very Little
- ☐ Know Somewhat
- ☐ Know Well
- ☐ Know Very Well

Page 4: Non-Profit Sport Organizational Capacity Survey #1

Vancouver Organizing Committee for the 2010 Olympic and Paralympics Winter Games (VANOC)

1. To what extent does VANOC focus upon Daily Activities OR Mission?

Daily Activities OR Mission	Much Stronger Focus on Daily Activities	Moderately Stronger focus on Daily Activities	Slightly Stronger focus on Daily Activities	Equally focuses on Daily Activities & Mission	Slightly Stronger focus on Mission	Moderately Stronger focus on Mission	Much Stronger focus on Mission
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. To what extent does VANOC focus upon Outcomes OR Processes?

Outcomes OR Processes	Much Stronger Focus on Outcomes	Moderately Stronger focus on Outcomes	Slightly Stronger focus on Outcomes	Equally focuses on Outcomes & Processes	Slightly Stronger focus on Processes	Moderately Stronger focus on Processes	Much Stronger focus on Processes
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3. To what extent does VANOC focus upon Short-Term OR Long-Term?

Short-Term Or Long-Term	Much Stronger Focus on Short-Term	Moderately Stronger focus on Short-Term	Slightly Stronger focus on Short-Term	Equally focuses on Short-Term & Long-Term	Slightly Stronger focus on Long-Term	Moderately Stronger focus on Long-Term	Much Stronger focus on Long-Term
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. To what extent does VANOC focus upon Organizational Results OR Organizational Procedures?

Organizational Results OR Organizational Procedures	Much Stronger Focus on Organizational Results	Moderately Stronger focus on Organizational Results	Slightly Stronger focus on Organizational Results	Equally focuses on Organizational Results & Organizational Procedures	Slightly Stronger focus on Organizational Procedures	Moderately Stronger focus on Organizational Procedures	Much Stronger focus on Organizational Procedures
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5. To what extent does VANOC focus upon Future OR Present Day?

Future OR Present Day	Much Stronger Focus on Future	Moderately Stronger focus on Future	Slightly Stronger focus on Future	Equally focuses on Future & Present Day	Slightly Stronger focus on Present Day	Moderately Stronger focus on Present Day	Much Stronger focus on Present Day
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6. To what extent does VANOC focus upon Internal Activities OR External Outputs?

Internal Activities Or External Outputs	Much Stronger Focus on Internal Activities	Moderately Stronger focus on Internal Activities	Slightly Stronger focus on Internal Activities	Equally focuses on Internal Activities & External Outputs	Slightly Stronger focus on External Outputs	Moderately Stronger focus on External Outputs	Much Stronger focus on External Outputs
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7. To what extent does VANOC focus on Organizational Processes OR Organizational Accomplishments?

Organizational Processes OR Organizational Accomplishments	Much Stronger focus on Organizational Processes	Moderately Stronger focus on Organizational Processes	Slightly Stronger focus on Organizational Processes	Equally focuses on Organizational Processes & Organizational Accomplishments	Slightly Stronger focus on Organizational Accomplishments	Moderately Stronger focus on Organizational Accomplishments	Much Stronger focus on Organizational Accomplishments
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8. To what extent does VANOC focus on the Ends OR Means?

Ends Or Means	Much Stronger Focus on the Ends	Moderately Stronger focus on the Ends	Slightly Stronger focus on the Ends	Equally focuses on the Ends & The Means	Slightly Stronger focus on The Means	Moderately Stronger focus on The Means	Much Stronger focus on The Means
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

9. To what extent does VANOC focus upon Long-Term Issues OR Current Issues?

Long-Term Issues OR Current Issues	Much Stronger Focus on Long-Term Issues	Moderately Stronger focus on Long-Term Issues	Slightly Stronger focus on Long-Term Issues	Equally focuses on Long-Term Issues & Current Issues	Slightly Stronger focus on Current Issues	Moderately Stronger focus on Current Issues	Much Stronger focus on Current Issues
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10. To what extent does VANOC focus upon Short-Term Orientation OR Long-Term Orientation?

Short-Term Orientation OR Long-Term Orientation	Much Stronger Focus on a Short-Term Orientation	Moderately Stronger focus on a Short-Term Orientation	Slightly Stronger focus on a Short-Term Orientation	Equally focuses on a Short-Term Orientation & A Long-Term Orientation	Slightly Stronger focus on A Long-Term Orientation	Moderately Stronger focus on A Long-Term Orientation	Much Stronger focus on A Long-Term Orientation
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Page 5: Level of Familiarity with Hockey Canada

Hockey Canada

1. Please Rate your level of familiarity with Hockey Canada

- ☐ Do Not Know At All
- ☐ Know Very Little
- ☐ Know Somewhat
- ☐ Know Well
- ☐ Know Very Well

Page 6: Non-Profit Sport Organizational Capacity Survey #2

Hockey Canada

1. To what extent does Hockey Canada focus upon Daily Activities OR Mission?

Daily Activities OR Mission	Much Stronger Focus on Daily Activities	Moderately Stronger focus on Daily Activities	Slightly Stronger focus on Daily Activities	Equally focuses on Daily Activities & Mission	Slightly Stronger focus on Mission	Moderately Stronger focus on Mission	Much Stronger focus on Mission
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. To what extent does Hockey Canada focus upon Outcomes OR Processes?

Outcomes OR Processes	Much Stronger Focus on Outcomes	Moderately Stronger focus on Outcomes	Slightly Stronger focus on Outcomes	Equally focuses on Outcomes & Processes	Slightly Stronger focus on Processes	Moderately Stronger focus on Processes	Much Stronger focus on Processes
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3. To what extent does Hockey Canada focus upon Short-Term OR Long-Term?

Short-Term Or Long-Term	Much Stronger Focus on Short-Term	Moderately Stronger focus on Short-Term	Slightly Stronger focus on Short-Term	Equally focuses on Short-Term & Long-Term	Slightly Stronger focus on Long-Term	Moderately Stronger focus on Long-Term	Much Stronger focus on Long-Term
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. To what extent does Hockey Canada focus upon Organizational Results OR Organizational Procedures?

Organizational Results OR Organizational Procedures	Much Stronger Focus on Organizational Results	Moderately Stronger focus on Organizational Results	Slightly Stronger focus Organizational Results	Equally focuses on Organizational Results & Organizational Procedures	Slightly Stronger focus on Organizational Procedures	Moderately Stronger focus on Organizational Procedures	Much Stronger focus on Organizational Procedures
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5. To what extent does Hockey Canada focus upon Future OR Present Day?

Future OR Present Day	Much Stronger Focus on Future	Moderately Stronger focus on Future	Slightly Stronger focus on Future	Equally focuses on Future & Present Day	Slightly Stronger focus on Present Day	Moderately Stronger focus on Present Day	Much Stronger focus on Present Day
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6. To what extent does Hockey Canada focus upon Internal Activities OR External Outputs?

Internal Activities Or External Outputs	Much Stronger Focus on Internal Activities	Moderately Stronger focus on Internal Activities	Slightly Stronger focus on Internal Activities	Equally focuses on Internal Activities & External Outputs	Slightly Stronger focus on External Outputs	Moderately Stronger focus on External Outputs	Much Stronger focus on External Outputs
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7. To what extent does VANOC focus on Organizational Processes OR Organizational Accomplishments?

Organizational Processes OR Organizational Accomplishments	Much Stronger focus on Organizational Processes	Moderately Stronger focus on Organizational Processes	Slightly Stronger focus on Organizational Processes	Equally focuses on Organizational Processes & Organizational Accomplishments	Slightly Stronger focus on Organizational Accomplishments	Moderately Stronger focus on Organizational Accomplishments	Much Stronger focus on Organizational Accomplishments
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8. To what extent does Hockey Canada focus on the Ends OR Means

Ends Or Means	Much Stronger Focus on the Ends	Moderately Stronger focus on the Ends	Slightly Stronger focus on the Ends	Equally focuses on the Ends & The Means	Slightly Stronger focus on The Means	Moderately Stronger focus on The Means	Much Stronger focus on The Means
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

9. To what extent does Hockey Canada focus upon Long-Term Issues OR Current Issues?

Long-Term Issues OR Current Issues	Much Stronger Focus on Long-Term Issues	Moderately Stronger focus on Long-Term Issues	Slightly Stronger focus on Long-Term Issues	Equally focuses on Long-Term Issues & Current Issues	Slightly Stronger focus on Current Issues	Moderately Stronger focus on Current Issues	Much Stronger focus on Current Issues
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10. To what extent does Hockey Canada focus upon Short-Term Orientation OR Long-Term Orientation?

Short-Term Orientation OR Long-Term Orientation	Much Stronger Focus on a Short-Term Orientation	Moderately Stronger focus on a Short-Term Orientation	Slightly Stronger focus on a Short-Term Orientation	Equally focuses on a Short-Term Orientation & A Long-Term Orientation	Slightly Stronger focus on A Long-Term Orientation	Moderately Stronger focus on A Long-Term Orientation	Much Stronger focus on A Long-Term Orientation
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Page 7: Level of Familiarity with Coaching Association of Canada

Coaching Association of Canada

1. Please Rate your level of familiarity with Coaching Association of Canada

- ☐ Do Not Know At All
- ☐ Know Very Little
- ☐ Know Somewhat
- ☐ Know Well
- ☐ Know Very Well

Page 8: Non-Profit Sport Organizational Capacity Survey #3

Coaching Association of Canada

1. To what extent does Coaching Association of Canada focus upon Daily Activities OR Mission?

Daily Activities OR Mission	Much Stronger Focus on Daily Activities	Moderately Stronger focus on Daily Activities	Slightly Stronger focus on Daily Activities	Equally focuses on Daily Activities & Mission	Slightly Stronger focus on Mission	Moderately Stronger focus on Mission	Much Stronger focus on Mission
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. To what extent does Coaching Association of Canada focus upon Outcomes OR Processes?

Outcomes OR Processes	Much Stronger Focus on Outcomes	Moderately Stronger focus on Outcomes	Slightly Stronger focus on Outcomes	Equally focuses on Outcomes & Processes	Slightly Stronger focus on Processes	Moderately Stronger focus on Processes	Much Stronger focus on Processes
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3. To what extent does Coaching Association of Canada focus upon Short-Term OR Long-Term?

Short-Term Or Long-Term	Much Stronger Focus on Short-Term	Moderately Stronger focus on Short-Term	Slightly Stronger focus on Short-Term	Equally focuses on Short-Term & Long-Term	Slightly Stronger focus on Long-Term	Moderately Stronger focus on Long-Term	Much Stronger focus on Long-Term
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. To what extent does Coaching Association of Canada focus upon Organizational Results OR Organizational Procedures?

Organizational Results OR Organizational Procedures	Much Stronger Focus on Organizational Results	Moderately Stronger focus on Organizational Results	Slightly Stronger focus on Organizational Results	Equally focuses on Organizational Results & Organizational Procedures	Slightly Stronger focus on Organizational Procedures	Moderately Stronger focus on Organizational Procedures	Much Stronger focus on Organizational Procedures
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5. To what extent does Coaching Association of Canada focus upon Future OR Present Day?

Future OR Present Day	Much Stronger Focus on Future	Moderately Stronger focus on Future	Slightly Stronger focus on Future	Equally focuses on Future & Present Day	Slightly Stronger focus on Present Day	Moderately Stronger focus on Present Day	Much Stronger focus on Present Day
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6. To what extent does Coaching Association of Canada focus upon Internal Activities OR External Outputs?

Internal Activities Or External Outputs	Much Stronger Focus on Internal Activities	Moderately Stronger focus on Internal Activities	Slightly Stronger focus on Internal Activities	Equally focuses on Internal Activities & External Outputs	Slightly Stronger focus on External Outputs	Moderately Stronger focus on External Outputs	Much Stronger focus on External Outputs
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7. To what extent does VANOC focus on Organizational Processes OR Organizational Accomplishments?

Organizational Processes OR Organizational Accomplishments	Much Stronger focus on Organizational Processes	Moderately Stronger focus on Organizational Processes	Slightly Stronger focus on Organizational Processes	Equally focuses on Organizational Processes & Organizational Accomplishments	Slightly Stronger focus on Organizational Accomplishments	Moderately Stronger focus on Organizational Accomplishments	Much Stronger focus on Organizational Accomplishments
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8. To what extent does Coaching Association of Canada focus on the Ends OR Means

Ends Or Means	Much Stronger Focus on the Ends	Moderately Stronger focus on the Ends	Slightly Stronger focus on the Ends	Equally focuses on the Ends & The Means	Slightly Stronger focus on The Means	Moderately Stronger focus on The Means	Much Stronger focus on The Means
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

9. To what extent does Coaching Association of Canada focus upon Long-Term Issues OR Current Issues?

Long-Term Issues OR Current Issues	Much Stronger Focus on Long-Term Issues	Moderately Stronger focus on Long-Term Issues	Slightly Stronger focus on Long-Term Issues	Equally focuses on Long-Term Issues & Current Issues	Slightly Stronger focus on Current Issues	Moderately Stronger focus on Current Issues	Much Stronger focus on Current Issues
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10. To what extent does Coaching Association of Canada focus upon Short-Term Orientation OR Long-Term Orientation?

Short-Term Orientation OR Long-Term Orientation	Much Stronger Focus on a Short-Term Orientation	Moderately Stronger focus on a Short-Term Orientation	Slightly Stronger focus on a Short-Term Orientation	Equally focuses on a Short-Term Orientation & A Long-Term Orientation	Slightly Stronger focus on A Long-Term Orientation	Moderately Stronger focus on A Long-Term Orientation	Much Stronger focus on A Long-Term Orientation
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Page 9: Level of Familiarity with Ontario Hockey Association (OHA)

Ontario Hockey Association (OHA)

1. Please Rate your level of familiarity with the OHA.

- ☐ Do Not Know At All
- ☐ Know Very Little
- ☐ Know Somewhat
- ☐ Know Well
- ☐ Know Very Well

Page 10: Non-Profit Sport Organizational Capacity Survey #4

Ontario Hockey Association (OHA)

1. To what extent does the OHA focus upon Daily Activities OR Mission?

Daily Activities OR Mission	Much Stronger Focus on Daily Activities	Moderately Stronger focus on Daily Activities	Slightly Stronger focus on Daily Activities	Equally focuses on Daily Activities & Mission	Slightly Stronger focus on Mission	Moderately Stronger focus on Mission	Much Stronger focus on Mission
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. To what extent does the OHA focus upon Outcomes OR Processes?

Outcomes OR Processes	Much Stronger Focus on Outcomes	Moderately Stronger focus on Outcomes	Slightly Stronger focus on Outcomes	Equally focuses on Outcomes & Processes	Slightly Stronger focus on Processes	Moderately Stronger focus on Processes	Much Stronger focus on Processes
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3. To what extent does the OHA focus upon Short-Term OR Long-Term?

Short-Term Or Long-Term	Much Stronger Focus on Short-Term	Moderately Stronger focus on Short-Term	Slightly Stronger focus on Short-Term	Equally focuses on Short-Term & Long-Term	Slightly Stronger focus on Long-Term	Moderately Stronger focus on Long-Term	Much Stronger focus on Long-Term
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. To what extent does the OHA focus upon Organizational Results OR Organizational Procedures?

Organizational Results OR Organizational Procedures	Much Stronger Focus on Organizational Results	Moderately Stronger focus on Organizational Results	Slightly Stronger focus Organizational Results	Equally focuses on Organizational Results & Organizational Procedures	Slightly Stronger focus on Organizational Procedures	Moderately Stronger focus on Organizational Procedures	Much Stronger focus on Organizational Procedures
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5. To what extent does the OHA focus upon Future OR Present Day?

Future OR Present Day	Much Stronger Focus on Future	Moderately Stronger focus on Future	Slightly Stronger focus on Future	Equally focuses on Future & Present Day	Slightly Stronger focus on Present Day	Moderately Stronger focus on Present Day	Much Stronger focus on Present Day
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6. To what extent does the OHA focus upon Internal Activities OR External Outputs?

Internal Activities Or External Outputs	Much Stronger Focus on Internal Activities	Moderately Stronger focus on Internal Activities	Slightly Stronger focus on Internal Activities	Equally focuses on Internal Activities & External Outputs	Slightly Stronger focus on External Outputs	Moderately Stronger focus on External Outputs	Much Stronger focus on External Outputs
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7. To what extent does VANOC focus on Organizational Processes OR Organizational Accomplishments?

Organizational Processes OR Organizational Accomplishments	Much Stronger focus on Organizational Processes	Moderately Stronger focus on Organizational Processes	Slightly Stronger focus on Organizational Processes	Equally focuses on Organizational Processes & Organizational Accomplishments	Slightly Stronger focus on Organizational Accomplishments	Moderately Stronger focus on Organizational Accomplishments	Much Stronger focus on Organizational Accomplishments
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8. To what extent does the OHA focus on the Ends OR Means?

Ends Or Means	Much Stronger Focus on the Ends	Moderately Stronger focus on the Ends	Slightly Stronger focus on the Ends	Equally focuses on the Ends & The Means	Slightly Stronger focus on The Means	Moderately Stronger focus on The Means	Much Stronger focus on The Means
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

9. To what extent does the OHA focus upon Long-Term Issues OR Current Issues?

Long-Term Issues OR Current Issues	Much Stronger Focus on Long-Term Issues	Moderately Stronger focus on Long-Term Issues	Slightly Stronger focus on Long-Term Issues	Equally focuses on Long-Term Issues & Current Issues	Slightly Stronger focus on Current Issues	Moderately Stronger focus on Current Issues	Much Stronger focus on Current Issues
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10. To what extent does the OHA focus upon Short-Term Orientation OR Long-Term Orientation?

Short-Term Orientation OR Long-Term Orientation	Much Stronger Focus on a Short-Term Orientation	Moderately Stronger focus on a Short-Term Orientation	Slightly Stronger focus on a Short-Term Orientation	Equally focuses on a Short-Term Orientation & A Long-Term Orientation	Slightly Stronger focus on A Long-Term Orientation	Moderately Stronger focus on A Long-Term Orientation	Much Stronger focus on A Long-Term Orientation
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Page 11: Survey Evaluation

THANK YOU FOR YOUR PARTICIPATION

1. Please provide any comments that you wish to make on the survey you just completed.

Page 12: \$300 donation to your Non-Profit Sport Organization

FREE DRAW FOR ALL PARTICIPANTS

If you would like to be entered into a \$300 draw for a donation to your Non-Profit Sport Organization, please provide your name, email, and organization name in the boxes below.

1. Name

2. Email

3. Please indicate the Non-Profit Sport Organization you work for now

Appendix C
List of 20 Potential Sport Organizations for each Capacity Type

		DYNAMICS DIMENSION	
		Short Term	Long Term
ORIENTATI ON DIMENSION	Outcome	Type I Administerial Capacity	Type II Programmatical Capacity
		1. Ontario Federation of School Athletic Association 2. 2010 Vancouver Olympic Organizing Committee 3. Athletes CAN 4. Canada Games Council 5. Golf Association of Ontario 6. OTHER ---- - - -	1. Hockey Canada 2. Canadian Olympic Committee 3. Canadian Centre for Ethics in Sports 4. International Olympic Committee 5. Rugby Canada 6. OTHER ---- - - -
	Process	Type III Technical Capacity	Type IV Managerial Capacity
		1. Greater Toronto Hockey League 2. Ontario Minor Hockey Association 3. Ontario Hockey Federation 4. Coaching Association of Canada 5. Commonwealth Games of Canada 6. OTHER ---- - - -	1. Ontario Hockey Association 2. Ontario Women Hockey Association 3. Basketball Ontario 4. Golf Association of Ontario 5. Hockey Alberta 6. OTHER ---- - - -

Appendix D

Synopsis

PROPOSED FRAMEWORK FOR THE ANALYSIS OF CAPACITY WITHIN A NONPROFIT SPORT ORGANIZATION

Prepared by C.J. Morrison and Dr. Julie Stevens
Department of Sport Management
Brock University

Overview

Organizational capacity has been examined within the fields of international development and non-profit organizations. The 2002 *Canadian Sport Policy* identified ‘enhanced capacity’ as one of the four key goals of the document. However, it is a concept that has yet to be clearly defined for organizations in the voluntary sport sector.

In order to advance our understanding of capacity within the context of Canadian amateur sport, the following synopsis of a proposed framework for capacity within non-profit sport organizations is presented. The overview explains four key types of capacity (see figure 1).

Following the framework is a list of potential non-profit sport organizations that fit the description of each capacity type. This list is tentative and subject to feedback from sport experts such as you.

Capacity Type Descriptions

TYPE I – Administerial Capacity (Short-term/Outcome)

Type I capacity is outcome oriented and short-term focused. A non-profit sport organization with this type of capacity centers on achieving organizational tasks, and recognizes the role organizational members play in achieving those tasks.

Organizations are only as strong as the members within them. For this reason, one needs to address individuals within the organization, particularly as an enabling factor for completing tasks. A Short-term/Outcome capacity type incorporates this by focusing on the completion of individual tasks or duties, which collectively constitute overall organizational capacity. In other words, Administerial Capacity views capacity as the ability of individuals within the organization to complete their respective duties.

TYPE II – Programmatical Capacity (Long-term/Outcome)

Type II capacity is outcome oriented and long-term focused. A non-profit sport organization with this type of capacity centres on achieving long-term goals. The

underlining purpose of a Type II non-profit is to fulfill its mission. A Long-term/Outcome capacity type incorporates this by focusing on organizational aspirations and constantly working towards the overarching mission. In other words, Programmatic Capacity views capacity as the achievement of long-term organizational goals.

TYPE III – Technical Capacity (Short-term/Outcome)

The third capacity type, Technical, is process-oriented and short-term focused. A non-profit sport organization with this type of capacity centres on internal dynamics by cultivating individual skills within the organization. Organizations that concern themselves with skill acquisition and development, such as employee training and evaluation fit into this type. A Short-term/Process capacity type focuses on acquiring the necessary skills within an organization to effectively perform daily operations. In other words, Technical Capacity views capacity as the abilities or competencies of organizational members.

TYPE IV – Managerial Capacity (Long-term/Process)

The fourth type of capacity, Managerial, is process-oriented and long-term focused. Similar to Type III, a non-profit sport organization with this type of capacity centres on the internal dynamics or throughputs of the organization rather than on results or output. Type IV capacity concentrates on knowledge transforming cultures, structures, systems, and processes. A Long-term/Process capacity type develops knowledge on how to conduct its daily operations over time. In other words, Managerial capacity views capacity as the learning practices and knowledge base of an organization.

Figure 1 – A Proposed Framework for Non-profit Sport Organization Capacity

			DYNAMICS DIMENSION	
			Short Term	Long Term
ORIENTATION DIMENSION	Outcome		Type I Administerial Capacity	Type II Programmatical Capacity
		Time/Dynamic	Short-term/Outcome	Long-term/Outcome
		Emphasis	Task-based	Goal-based
		Level	Individual level	Organizational level
		Purpose	Achieve	Achieve
	Process		Type III Technical Capacity	Type IV Managerial Capacity
		Time/Dynamic	Short-term/Process	Long-term/Process
		Emphasis	Skill-based	Knowledge-based
		Level	Individual level	Organizational level
		Purpose	Sustain	Sustain

Appendix E

Interview guide

1. Have you read over the synopsis emailed beforehand?
2. Do you have any questions regarding the proposed framework for non-profit sport organizational capacity?

Type I: Administerial Capacity (Short-Term/Outcome)

1. Out of the non-profit sport organizations listed for Type I which ones best represent Administerial Capacity? Why?
2. Are there any other non-profit sport organizations that you know of that can be included within Type I Administerial Capacity? Why?
3. Out of the list of non-profit sport organizations for Administerial Capacity which organization reflects this capacity type the most? Which would be the next? [inquire about each organization] Why?
4. Out of the non-profit sport organizations listed how well do you know these organizations? In other words, how familiar are you with these organizations. On a scale from 1 through 5 (1 indicating not at all and 5 indicating very well) where would you plot yourself?

Type II: Programmatic Capacity (Long-Term/Outcome)

1. Out of the non-profit sport organizations listed for Type II which ones best represent Programmatic Capacity? Why?
2. Are there any other non-profit sport organizations that you know of that can be included within Type II Programmatic Capacity? Why?
3. Out of the list of non-profit sport organizations for Programmatic Capacity which organization reflects this capacity type the most? Which would be the next? [inquire about each organization] Why?
4. Out of the non-profit sport organizations listed how well do you know these organizations? In other words, how familiar are you with these organizations. On a scale from 1 through 5 (1 indicating not at all and 5 indicating very well) where would you plot yourself?

Type III: Technical Capacity (Short-Term/Process)

1. Out of the non-profit sport organizations listed for Type III which ones best represent Technical Capacity? Why?
2. Are there any other non-profit sport organizations that you know of that can be included within Type III Technical Capacity? Why?
3. Out of the list of non-profit sport organizations for Technical Capacity which organization reflects this capacity type the most? Which would be the next? [inquire about each organization] Why?
4. Out of the non-profit sport organizations listed how well do you know these organizations? In other words, how familiar are you with these organizations. On a scale from 1 through 5 (1 indicating not at all and 5 indicating very well) where would you plot yourself?

Type IV: Managerial Capacity (Long-Term/Process)

1. Out of the non-profit sport organizations listed for Type IV which ones best represent Managerial Capacity? Why?
2. Are there any other non-profit sport organizations that you know of that can be included within Type IV Managerial Capacity? Why?
3. Out of the list of non-profit sport organizations for Managerial Capacity which organization reflects this capacity type the most? Which would be the next? [inquire about each organization] Why?
4. Out of the non-profit sport organizations listed how well do you know these organizations? In other words, how familiar are you with these organizations. On a scale from 1 through 5 (1 indicating not at all and 5 indicating very well) where would you plot yourself?

Appendix F
Email Invitation Letter

Dear Nonprofit Sport Leader,

PLEASE HELP ONLY NEED 10 MORE RESPONDENTS

My name is C.J. Morrison; I am a Masters student in Sport Management at Brock University. I am conducting research on nonprofit sport organizational capacity. The purpose of this study is to assess types of nonprofit sport organizational capacity proposed in a framework. This will be done by distributing an on-line survey to sport leaders such as you. This research will benefit you and your organization by helping to better understand what organizational capacity means and how nonprofit sport organizations such as yours can enhance their own organizational capacity. Please follow the link below and fill out the on-line survey. This survey will take you 10 minutes or less to complete. For further information on the research study see attached document. Your participation is greatly appreciated.

PLEASE NOTE:

1. **In appreciation of your time, each participant may enter a draw for a \$300 donation to you. This money can be used anyway you wish to enhance your organization, team, or program. Entering the draw is optional. Personal contact information will not be connected with your survey responses in order to keep all data anonymous.**
2. An executive summary of the tool will be sent to you upon completion of the study.
3. The four nonprofit sport organizations listed on the survey are not being reported on or analyzed in anyway. They are simply exemplars of the types of capacity proposed in the framework and used to validate the questions on the survey.
4. There are no known risks associated with this research. You will not be acknowledged in any way.

Here is a link to the survey:

https://www.surveymonkey.com/s.aspx?sm=HDL9s3Cdevr3barv8VSymQ_3d_3d

Thank you for your participation.

Sincerely,

C.J. Morrison

Brock University

Masters in Applied Health Science, Sport Management

Consent Form/Information Letter

Date: [Insert date]

Project Title: **Measuring Non-Profit Sport Organizational Capacity**

Principal Investigator:

Christopher J Morrison (Masters Student)

Department of Sport Management

Brock University

Email: cj_morrison15@hotmail.com

cm07jl@brocku.ca

Faculty Supervisor:

Dr. Julie Stevens (Research Advisor)

Department of Sport Management

Brock University

(905) 688-5550 Ext. (4668)

Email: jstevens@brocku.ca

INVITATION

You are invited to participate in a study that involves research. The purpose of this research project is to assess non-profit sport organizational capacity. Specifically, this research develops a survey to measure four types of non-profit sport organizational capacity proposed within the literature. These four types; Administerial (Short-term/Outcome), Programmatical (Long-term/Outcome), Technical (Short-term/Process), and Managerial (Long-term/Process), are outlined in the Proposed Framework for the Analysis of Capacity within Non-profit Sport organizations. This research study hopes to gain not only a better understanding of capacity, but also to validate a measuring tool that can effectively assess organizational capacity within a non-profit sport organization. This will allow greater insight into what capacity means and how one can develop capacity within this context.

WHAT'S INVOLVED

As a participant, you will be asked to complete an on-line survey. This on-line survey uses SurveyMonkey.com which is an easy to use tool for distributing surveys on-line. You will be asked to follow a link that will take you directly to the survey in question. Once the survey is displayed you will click on a box that represents your answer. Participation will take 20 minutes or less. Once you have submitted your results they will be stored on SurveyMonkey.com where only the researcher and advisor (Dr. Stevens) will have access to it.

POTENTIAL BENEFITS AND RISKS

This research should benefit you and your non-profit sport organization by helping to better understand what organizational capacity means. As of right now, organizational capacity is a vague and abstract term within the sport sector. Being able to assess non-profit sport organizational capacity will provide greater insight into what capacity means and how non-profit sport organizations such as yours can enhance their overall organizational capacity. There are no known or anticipated risks associated with participation in this study.

CONFIDENTIALITY

All information you provide is considered confidential; your name will not be included or, in any other way, associated with the data collected in the study. Furthermore, because our interest is in developing a measuring tool to assess non-profit sport organizational capacity, you will not be identified individually in any way in written reports of this research. Data collected during this study will be stored on SurveyMonkey.com where only the researcher and the research advisor will have access to it. However, SurveyMonkey.com is based in the United States and therefore is subject to American Homeland Security laws such as the Patriot Act. Once the survey is completed the data will go directly to an excel worksheet on SurveyMonkey.com. This data can only be seen with a valid user ID and password. The user ID and password will only be known by the researcher (Christopher Morrison) and advisor (Dr. Julie Stevens). Data will be kept indefinitely for future use in the longitudinal research project on non-profit sport organizational capacity. After the use of SurveyMonkey.com, the data will be stored on the advisors computer where only she will have access to it. The computer will be stored at the advisor's house where it will be restricted to her (Dr. Julie Stevens) via her password and user ID.

VOLUNTARY PARTICIPATION

Participation in this study is voluntary. If you wish, you may decline to answer any questions or participate in any component of the study. Further, you may decide to withdraw from this study from now until June 2009. Even though the survey does not ask for a participant's name, data can be identified by job position title, gender, and date of birth data, which is collected at the beginning of the survey.

PUBLICATION OF RESULTS

Results of this study may be published in professional journals and presented at conferences. Feedback about this study will be available by C.J. Morrison and Dr. Julie Stevens. See above for contact information.

CONTACT INFORMATION AND ETHICS CLEARANCE

If you have any questions about this study or require further information, please contact C.J. Morrison or Dr. Julie Stevens using the contact information provided above. This study has been reviewed and received ethics clearance through the Research Ethics Board at Brock University (File number 03-007). If you have any comments or concerns about your rights as a research participant, please contact the Research Ethics Office at (905) 688-5550 Ext. 3035, reb@brocku.ca.

Appendix G

Respondent's Open Ended Survey Response

Coded Participant	Open Ended Survey Response
PR27	Some options of the 10 questions asked of each organization should have included 'not aware'. The questions were very specific and probably too challenging for someone not in the organization
PR32	Too wordy. questions can also be misinterpreted
PR37	Would prefer a n/a for VANOC and the CAC.
PR44	Overall my knowledge of the Coaching Association of Canada, based on the nature of the questions intended for a respondent who gave a "somewhat knowledgeable" answer is low. However, I m very familiar with certain aspects of their programme, especially coaching certification.
PR53	Not at all what I expected given the title
PR61	I am a Martial Arts instructor, not necessarily training athletes to compete in the 2010 Vancouver Winter Games and am not involved in Hockey.
PR69	I have no understanding of the type of questions asked of the Coaching Association, sorry I could not be of assistance.
PR72	I see no purpose to this survey. You don't appear interested in capacity of other sports merely our knowledge of 4 organizations. I don't see any relevance to this.
PR77	Pretty irrelevant to my involvement in sport. Usual focus on hockey.
PR78	I have no idea why you asked the questions you did and felt it was a waste of my time.
PR80	I don't feel I have adequate information or expertise to answer those questions, despite working in the sport industry for 3 years.
PR86	As you will see, I completed very, very few of the questions. If one is not conversant with for example, VANOC then how would you expect a person to answer the questions you have posed? The same goes for the Coaching

	Association of Canada. Without meaning to be difficult, I must tell you that I think this is a poorly constructed survey without explanation as to what type of information you are seeking.
PR90	I found it difficult to comment on most of the questions. If you asked these questions of some of our active and involved people they would have a hard time replying. While I am aware of the organizations (several are either in the same building with us or we deal with constantly) I do not know their mission and how their committees/board and office function or what their goals are.
PR95	Very good survey
PR98	Did not consider that slightly knowing an association should throw me into making decisions.
PR104	I can see where you are trying to go with this survey however; unless you directly work with the organization it is impossible to give you an answer that could provide valuable data. A lot of Non-profit work together and know the job, structure, and how one fits with the other in a working relationship but not to the extent these questions were asking. They focus a lot on organizational culture which is hard to know the truth for other organizations since it varies greatly from place to place. Perhaps you should ask more about one's own organizational culture to see where their values are then you can use the data for face value rather than a guess into what their office environment is like. As most organizations do not work close enough with either of those for me to give you an accurate picture into their daily work lives as I could for something I am surrounded in daily.
PR106	Very disappointed with the focus on the Hockey. Many other governing bodies that could have been used as a focus.
PR116	Even though I may have familiarity with some of those groups, I don't follow them closely. Won't that skew the results?
PR119	Past Chairman of the OHA, past officer of the OHF and very active in Senior and Adult

	<p>Recreation areas of OHA, OHF and Hockey Canada programming. Active in hockey administration for since 1959, initially at the team level as a coach and general manager and then as moved to the Association Board level. Survey was quite interesting. It's very difficult as a Board member to determine where one should focus one's efforts individually for the most benefit of the game. I tend to try and focus on what will make the game better for the player, and the fan. In the end I believe however what's most important is the development of the player participant towards a positive societal role. Thank you for allowing my participation in this survey.</p>
PR Email, 2008	<p>I guess I do not understand the questions then and how the responses would help measure our organizational effectiveness. Enhance capacity to me is the ability of (his/hers nonprofit sport organization) to maintain and improve the way we deliver athlete programs and this is directly related to quality and quantity of coaches officials and volunteers. Also the strength of the organization in which they function. The questions do not seem to me to be related.</p> <p>To what extent does Hockey Canada focus upon Daily Activities OR Mission?</p> <p>If I were to substitute (his/hers nonprofit sport organization) and answer accordingly would the responses be useful?</p>

Note: 119 respondents clicked on the online link to the survey while only 83 of these 119 were useable for statistical analysis because these 83 respondents answered at least 10 items on at least one exemplar. However, some of these 119 respondents reported comments on the open-ended survey evaluation question and are worth reporting.